Government of Saskatchewan

Annual Report 1996/97

Employment Equity

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Government of Saskatchewan
Executive Summary

The Government of Saskatchewan and both public service unions, the Saskatchewan Government Employees' Union (SGEU) and the Canadian Union of Public Employees Local 600 (CUPE), work together to implement employment equity initiatives in Executive Government. This report summarizes the statistical data for each of the designated groups and the remedies and special measures undertaken to eliminate barriers, increase representation in the public service, and prevent discrimination and disadvantage.

The Government of Saskatchewan is committed to the principles of employment equity and recognizes that it is an effective means of enhancing employment opportunities for the designated groups.

The Steering Committee on Employment Equity, co-chaired by the Associate Deputy Minister to the Premier and the Chair of the Public Service Commission (PSC), and comprised of senior management, provided direction and monitored the government's program. In the fall of 1996, the Committee approved the request of the Chair of the PSC to conduct an evaluation of the government's employment equity program. The evaluation was conducted from January 1997 to March 1997, with a final report due in May 1997.

Other major activities in the employment equity program in the 1996/97 reporting year included: completion of the baseline research project that included focus group discussions and an attitudinal survey of 1000 randomly selected employees in Executive Government and Treasury Board Crown corporations; review of the definition of persons with disabilities at the request of the Saskatchewan Human Rights Commission (SHRC); and the initiation of Employment Equity Week activities.

Short-term Goals

The Government surpassed its numerical goals in 1996/97 for all designated groups. The goal set by departments and agencies was to hire 549 permanent and non-permanent designated group employees over twelve months. The actual number achieved was 764, of which 223 were permanent and 541 non-permanent.

Representation Data

The March 31, 1997 representation data indicate that there is continuing progress toward increasing representation of all designated groups, except for persons with disabilities, whose overall representation remained constant. The recruitment and promotion data reflect the overall result of all the activities conducted during the entire year to provide opportunities to designated groups. The March 31 data measures the representation of the designated groups at a given point in time.

Special Measures

Departments initiated a number of special measures, many of which are ongoing; others are new and unique to particular departments to meet their specific needs. The following are highlights of activities undertaken by departments, unions and the provincial coordinator's office:

- targeting positions in job advertisements for one, some or all of the designated groups, depending upon the position, and requiring applicants to self-declare to be eligible for designated positions;

- distributing a video featuring representatives from the designated groups as a component of an employment equity training package for government employees;

- reviewing the accomplishments and identifying the priorities of the Joint SGEU/Management Committee;

- drafting a revised Letter of Understanding by the Joint CUPE/management Committee to reflect the reduced number of CUPE employees in government, due to the creation of district health boards;

- developing the Aboriginal Cultural Awareness Program with Aboriginal educational institutions to provide training about Indian and Metis culture, traditions and values;

- in co-operation with SGEU and CUPE, continuing to provide education and awareness training to prevent and eliminate racial, ethnic and gender harassment in the workplace;

- continuing to recognize differences by providing accommodation in the workplace, including technical devices and services, job adjustments, work reassignments, accessibility renovations, family leave provisions and career leave options; and

- holding a successful Employment Equity Week in June 1996.

Difficulties Encountered

- As in previous years, restructuring, expenditure restraint, increased workloads and administrative requirements continue to challenge managers and employees to allocate adequate time to employment equity activities.

- Coordinators often encountered negative attitudes about the employment equity program, which they believe are based on a lack of knowledge and understanding of program objectives and goals. Coordinators believe that more education and awareness sessions are required to address these myths and misconceptions.

Conclusion

The government continues to make progess towards its goal of a representative workforce in Executive Governemnt.

The government has undertaken numerous activities to increase the representation of the designated groups in the workplace, to ensure that the public service environment is supportive, and that policies and programs are fair and equitable. The government is particularly pleased with the partnerships formed with SGEU, CUPE, public and private sector employers, community groups and labour in the implementation of mutual activities to meet our goals.

While much progress has been made over the past ten years since the approval of the first employment equity plan, gains have been painstakedly slow in some areas, particularly concerning persons with disabilities and women in non-traditional occupations.

The government remains optimistic of the progress it can make in employment equity over the next few years. The pending evaluation report containing a review of the current status along with recommendations for improvement will assist the government to make changes to enhance efforts and to accelerate the entry, promotion and retention of all designated groups in the workplace.

GOVERNMENT OF SASKATCHEWAN

ANNUAL EMPLOYMENT EQUITY REPORT 1996/97

BACKGROUND:

In June 1987, the Saskatchewan Human Rights Commission (SHRC) approved an Interim Employment Equity Plan which applied to out-of-scope, entry-level, and non-permanent positions and employees within the public service. A revised plan was submitted and approval was reaffirmed in July 1989.

In November 1988, the SHRC approved an Interim Employment Equity Plan which applied to Saskatchewan Government Employees' Union (SGEU) positions and employees. The final comprehensive SGEU/Government plan was approved in March 1990. A plan applicable to Canadian Union of Public Employees Local 600 (CUPE) positions and employees was approved by the SHRC in July 1989.

With the exception of joint union/management committees, the same government structures are used to develop, implement, co-ordinate and monitor each government employment equity plan. Therefore, this annual report addresses all three approved employment equity plans on action taken during the year to implement the plans, on progress made, difficulties encountered and changes under consideration.

The structure of this annual report follows the format of the Legal Provisions and Program Approval and the Employment Equity Resource Manual provided by the SHRC.

Regulation 50 a) Applicant

The applicant is the Government of Saskatchewan. The application is for approval of three employment equity plans addressing:

1. out-of-scope, entry-level, and non-permanent positions and employees
2. SGEU positions and employees
3. CUPE positions and employees

Out-of-scope and SGEU positions are located throughout the province, although most are located in Regina and Saskatoon.

CUPE positions are located in the Community Living Division and Valley View Centre, administered by the Department of Social Services.

Regulation 51 a) Name of the Applicant

As of March 31, 1997, there were 20 government departments, two secretariats and two Treasury Board Crown Corporations participating in the Government of Saskatchewan's employment equity program.

Agricultural Credit Corporation of Saskatchewan
(Treasury Board Crown Corporation)
Agriculture and Food
Economic Development
Education
Energy and Mines
Environment and Resource Management
Executive Council
Finance
Health
Highways and Transportation
Indian and Metis Affairs Secretariat
Justice and Attorney General
Labour
Milk Control Board
Municipal Government
New Careers Corporation
(Treasury Board Crown Corporation)
Northern Affairs
Office of the Ombudsman
Post Secondary Education and Skills Training
Provincial Secretary
Public Service Commission
Saskatchewan Municipal Board
Social Services
Women's Secretariat

This report summarizes activities of all departments and agencies, except for the Office of Northern Affairs. Northern Affairs' administrative structure has not been finalized, pending further discussions with line departments regarding functional responsibility for delivery of certain programs in northern Saskatchewan.

The Office of Northern Affairs is, however, working with the Public Service Commission (PSC) and Crown Investments Corporation (CIC) to complete a specific recruitment initiative for residents in northern Saskatchewan. This proposed initiative is reported in the Recruitment section under Special Measures.

Regulation 51 b) Name of Person Responsible

The provincial Cabinet determines government policy and direction on employment equity. At the interface between Cabinet and the public service, the Employment Equity Steering Committee interprets Cabinet policy and manages its implementation. The membership of the Steering Committee includes representatives from Executive Government, CIC Crowns and Treasury Board Crown Corporations. As of March 31, 1997, the Committee members were:

Marianne Weston Co-Chair	Associate Deputy Minister to the Premier	Executive Council
Michael Shaw Co-Chair	Chair	Public Service Commission
Ken Alecxe	Associate Deputy Minister	Post Secondary Education and Skills Training
Barrie Hilsen	Vice-President Human Resources	Saskatchewan Property Management Corporation
Con Hnatiuk	Deputy Minister	Social Services
Bill Hyde	Vice-President Human Resources	Crown Investments Corporation
Sandra Morgan	Deputy Minister	Labour
Ernie Lawton	Acting Deputy Minister	Indian and Metis Affairs Secretariat
Dan Perrins	Deputy Minister	Post Secondary Education and Skills Training
Faye Rafter	Executive Co-ordinator	Women's Secretariat
Lily Tingley	Provincial Employment Equity Co-ordinator	Public Service Commission

The permanent head of each department is responsible for the implementation of the employment equity plan in that department.

The Chair of the PSC is responsible for co-ordination and support services to the departments.

The two joint union/government employment equity committees are responsible for monitoring the implementation of the plan, proposing new initiatives, and providing consultative services and feedback on activities.

Regulation 51 c) **Designated Groups**
in Accordance with Regulations 53 a) i) to iii)

The four designated groups addressed by the employment equity plans are women, persons of Aboriginal ancestry, persons with physical or mental disabilities and members of visible minority groups.

Women

The plans address the under-representation of women in managerial and non-traditional occupations throughout the public service. Managerial occupations for women include all those in the management and professional levels 1 to 12B.

Non-traditional occupations include those classifications which have fewer than 45% of the positions occupied by women. Prior to January 1996, the definition had been based on 30% representation of women.

The goals, as stipulated by the SHRC, are:

a) Short-term goals for hiring, promoting or transferring women into such occupations shall be based on the availability of qualified or qualifiable female candidates.
b) The long-term goal shall be to achieve representation by women of at least 45% in such occupations.

The lists of non-traditional occupations in SGEU and CUPE for women are in Appendix A.

Persons of Aboriginal Ancestry

Persons of Aboriginal ancestry include Indian, Metis and Inuit. The comparable statistic of the working age population for Aboriginal people, compiled by the SHRC, is 12.2%.

Persons with Mental or Physical Disabilities

The government's plans include persons with physical or mental disabilities. An individual is considered to have a disability if one of the following criteria is met.

The individual has:

- a visible, persistent physical, mental or sensory impairment;
- a physical or mental condition which would necessitate accommodations or supports not commonly utilized to meet the expected requirements of the job.

The corresponding SHRC community representation statistic is 9.7% of the working age population.

Members of Visible Minority Groups

Members of visible minority groups are defined by the SHRC as "persons who are, because of their race or colour, in a visible minority in Canada". The SHRC's comparable statistic is 5.1% for Saskatchewan's working age population.

Regulation 53 a) i) Representation of the Designated Groups

A. Workforce Survey

Data are collected from employees regarding their membership in one of the designated groups. This is to assess where under-representation exists and to benchmark progress. Self-identification refers to the process whereby persons voluntarily report that they are members of a designated group.

In the Government of Saskatchewan, employees are requested to complete a form, even if they are not members of a designated group. The response rate data indicate the percentage of designated group employees as a proportion of the employees who responded. Information of those who self-declared are confidential unless the employee has agreed to the disclosure of this information to specified parties.

An issue was raised in response to a challenge relating to an employee of Metis ancestry (self-declared) who was successful in a competition targeted only for designated group members. Colleagues had questioned the candidate's Metis ancestry and requested proof of membership. Several issues were raised in this particular case including acceptable verification of membership, a fair appeal mechanism, confidentiality, and interpretation of criteria. A comprehensive research paper outlining these and other concerns was prepared and discussed among relevant parties.

Further discussions will be ongoing in 1997/98 to update Appendix E (Criteria for Proof of Membership in the Designated Groups) in the **SGEU/PSC Collective Agreement**.

B. Statistical Data

(i) Overall Representation

Table 1 summarizes the representation of the four designated groups in government from 1993 to 1997.

Table 1
Designated Group Representation in Government: 1993 - 1997

	March/93	March/94	March/95	March/96	March/97
Persons of Aboriginal Ancestry	3.4%	5.5%	5.9%	6.5%	6.8%
Persons with Disabilities	2.4%	3.1%	3.1%	3.3%	3.3%
Members of Visible Minority Groups	N/A	1.9%	2.1%	2.3%	2.4%
Women in Management*	28.3%	30.6%	31.8%	32.7%	34.7%
Women in Non-Traditional Positions	16.1%	19.7%	15.4%	17.0%**	19.2%
Women in Government	54.7%	54.7%	55.7%	53.3%	54.2%

* Women in all levels of the Management and Professional Classification Plan

** It is not possible to compare March 1996 and 1997 statistics with previous years, due to a change in definition

N/A Not available. Members of visible minority groups were added as a designated group for employment equity purposes in 1993 and surveyed in 1994.

NOTE: Figures are based on self-identification (workforce survey form)

Departments' efforts from 1993 to 1997 to increase representation of the designated groups have been steady, but modest for persons of Aboriginal ancestry, and members of visible minority groups. Women are gaining in the management sector, with an increase of two percentage points from 1996 to 1997. The representation of persons with disabilities remained the same from 1996 to 1997.

(ii) Representation by Type of Position

Table 2 presents summary data by type of position: permanent, temporary, part-time, casual, and labour service by designated group. Detailed data comparing representation by union/management for years 1996 and 1997 may be found in Tables 1-4 in Appendix B.

Table 2 Designated Group Representation by Type of Position March 31, 1997						
Type of Position	All Employees	Women	Aboriginal	Disability	Visible Minority	Total
Permanent	7082	3633	440	267	179	4519
Temporary	532	389	54	14	18	475
Part-time	1197	912	124	36	31	1103
Casual	604	422	43	7	15	487
Labour Service	562	53	21	3	0	77
Total	9977	5409 (54.2%)	682 (6.8%)	327 (3.3%)	243 (2.4%)	6661 (66.8%)

The above data indicate that the majority of employees are in permanent positions. However, a disproportionate number of women occupy temporary, part-time and casual positions.

(iii) Representation by Management Levels

Tables 3 and 4 present percentage statistics by designated groups in management positions for the year ending March 31, 1997.

Table 3 Representation in Management Positions: 1993 - 1997								
	March/93	March/94	March/95			March/96	March/97	
Persons of Aboriginal Ancestry	1.8%	2.4%	2.3%			2.6%	3.1%	
Persons with Disabilities	3.1%	3.4%	3.7%			4.0%	3.9%	
Members of Visible Minority Groups	N/A	2.3%	2.3%			2.5%	2.5%	
Women: Levels 7-12	20.4%	23.6%	Levels 11-12B	21.4%		21.1%	25.0%	
			Levels 7-10	25.6%		28.1%	28.4%	
Levels 1-6	32.6%	34.6%	Levels 1-6	35.9%		35.9%	38.7%	
Total	28.3%	30.6%	Total	31.8%		32.7%	34.7%	

Table 4 Designated Group Representation in Management Levels					
Management Levels	Filled Positions	Women	Persons of Aboriginal Ancestry	Persons With Disabilities	Members of Visible Minority Groups
March 31, 1996					
7 - 12	666	182 (27.3%)	18 (2.7%)	29 (4.4%)	13 (2.0%)
1 - 6	1126	404 (35.9%)	29 (2.6%)	43 (3.8%)	32 (2.8%)
Totals	1791	586 (32.7%)	47 (2.6%)	71 (4.0%)	45 (2.5%)
March 31, 1997					
7 - 12	624	175 (28.0%)	18 (2.9%)	25 (4.0%)	12 (2.0%)
1 - 6	1038	402 (38.7%)	34 (3.3%)	40 (3.9%)	30 (2.9%)
Totals	1662	576 (34.7%)	52 (3.1%)	65 (3.9%)	42 (2.5%)

There has been an overall increase of women in management, from 32.7% to 34.7%. The absolute numbers of women in management have decreased, as have the total number of all management positions. However, as a percentage of the total, women at both the senior and middle management levels have increased. The increase was most significant for female middle managers (levels 1-6), increasing from 35.9% in 1996 to 38.7% in 1997 and for senior managers (levels 11-12B), increasing from 21.1% to 25.0%.

There has been a slight increase in the management representation of Aboriginal employees, a decrease of persons with disabilities and no percentage change of visible minority managers.

(iv) Representation by Occupational Group

In the 1996/97 Term and Condition of Approval #2, the SHRC requested specific statistics categorized by occupational group, gender and designated group (Tables 5 - 11 in Appendix B).

Workforce analysis of permanent staff
Workforce analysis of non-permanent staff
Staffing of permanent positions by external hires
Staffing of non-permanent positions by external hires
Promotion of permanent staff
Turnover of permanent staff

The occupational groups are:

Administrative, Fiscal and Clerical
Engineering and Applied Sciences
Agricultural and Environmental Resources
Inspection and Regulatory
Education
Medical and Related Services
Social Services
Trades, Labour and Operational Services
M and P levels 1 to 6
M and P levels 7 to 12B

(v) Representation in CUPE Positions

CUPE employees are located at Valley View Centre, Moose Jaw, a residential facility for persons with mental disabilities, and at the Community Living Division of the Department of Social Services.

As of March 31, 1997, there were a total of 591 CUPE members, the majority of whom are females (75.0%). Table 12 in Appendix B presents the breakdown of CUPE 600 employees by designated group.

(vi) Management and Professional Classification Plan Salary Levels

The approved out-of-scope plan provides salary range data for the government's management and professional classification plan. Appendix C lists the monthly rates for sample positions in the out-of-scope classification plan as of March 31, 1997.

Regulation 53 a) ii) **Community Analysis**

The SHRC estimates of designated group people in the working age population (15 - 64 years) in Saskatchewan are:

Women in the workforce	45.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	9.7%
Members of visible minority groups	5.1%

Regulation 53 a) iii) Under-representation

Persons of Aboriginal ancestry, persons with disabilities and members of visible minority groups are generally under-represented in the public service. It is necessary that their participation be increased in the managerial and non-traditional categories and in all occupational levels. While the representation of women in the public service generally is good, they tend to be over-represented in certain occupational groups and under-represented in the managerial and non-traditional occupational areas.

Regulation 51 d) Goals in Accordance with Regulation 56 a)

A. Long-term Goals

The long-term goal is a public service in which women, persons of Aboriginal ancestry, persons with disabilities, and members of visible minority groups are employed in the same proportions in which they are available in the working age population and are either qualified or could become qualified through reasonable efforts on the part of the employer.

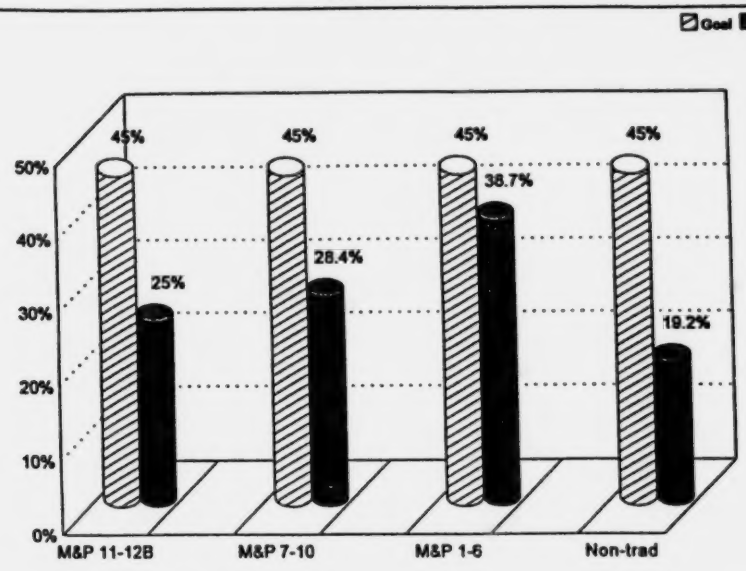
The long-term (20-year) goals for government are the SHRC estimates of the working age population:

Women in management and non-traditional positions	45.0%
Persons of Aboriginal ancestry	12.2%
Persons with disabilities	9.7%
Members of visible minority groups	5.1%

Figures 1 and 2 compare actual representation with the long-term goals.

Figure 1

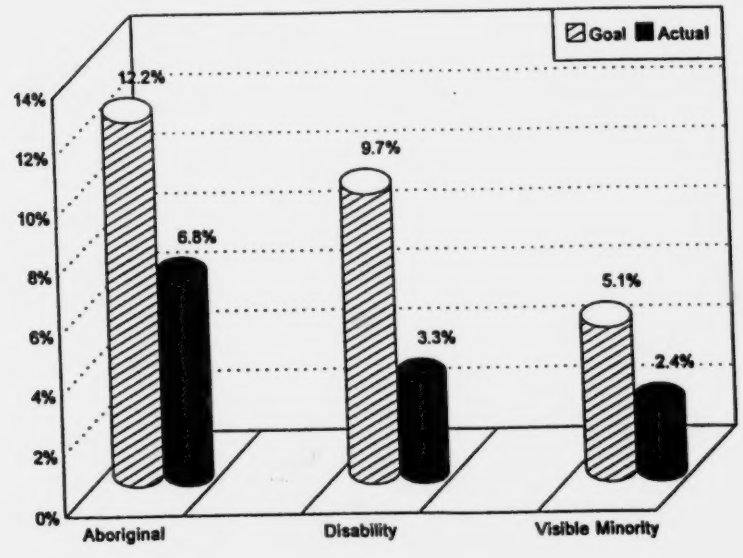
WOMEN IN MANAGEMENT AND NON-TRADITIONAL POSITIONS
March 31, 1997



M&P: Managerial and Professional Levels
Non-trad: Non-traditional positions

Figure 2

REPRESENTATION OF DESIGNATED GROUPS
March 31, 1997



B. Short-term Goals

Quantitative short-term goals for recruitment were established by departments for 1996/97. The following table summarizes the achievement of these goals:

Table 5
Short-term Goals and Recruitments* - 1996/97

	Goal	Actual		
		Permanent	Non-Permanent	Total
Women in Management	85	61	45	106
Women in Non-Traditional Positions	152	56	224	280
Persons of Aboriginal Ancestry	210	75	170	245
Persons with Disabilities	50	15	32	47
Members of Visible Minority Groups	52	16	70	86
Total	549	223	541	764

* Data compiled manually by each department.

From April 1, 1996 to March 31, 1997, departments recruited a total of 764 designated group members, exceeding the goal of 549 set in June 1996 for that fiscal year. Of the 764 recruited, 223 were permanent and 541 were non-permanent. Approximately 71% of total recruitments were non-permanent employees, many of whom were summer students, co-op students and labour service employees.

Departments were more successful in recruiting for women in management and non-traditional roles, persons of Aboriginal ancestry and members of visible minority groups than persons with disabilities. In absolute numbers, women in non-traditional occupations and Aboriginal persons fared better (280 and 245 respectively) than persons with disabilities (47) and members of visible minority groups (86). This may be due partly to demographics, as women and Aboriginal people represent a larger proportion of the labour market.

Table 5 summarizes the recruitment activities over 12 months, indicating an extremely busy and rewarding year. However, the March 31, 1997 year-end statistics (Table 1) under-represent this activity which exclude summer and co-op students, non-permanent employees and labour service persons who are on lay-off, many of whom are members of the designated groups.

Short-term Goals for 1997/98

In compliance with Term and Condition #5, a summary of departments' goals will be submitted by June 15, 1997 to the SHRC.

These short-term goals will include specific activities and initiatives related to employment equity, as well as numerical targets for recruitment of each of the four designated groups. The goals will include reasonable time frames for the completion of each initiative and identify who is responsible for its achievement. Goals will also be responsive to changing conditions in the workplace.

Departments will take into consideration:

- the activities, achievements and difficulties of the previous year;
- availability of qualified designated group applicants and employees;
- staffing guidelines established under the collective bargaining agreement;
- department restructuring;
- the approved 1997/98 budget and related program changes;
- centralized training policies such as anti-harassment and management orientation sessions;
- early retirement policies;
- results of the evaluation of the government's employment equity program;
- outcomes of the human resources review, new classification plan and staffing standards review; and
- anticipated vacancies and turnovers.

Regulation 51 e) **Special Measures**

Each department is required to submit detailed reports of their employment equity activities undertaken in 1996/97. This section summarizes their initiatives (ongoing and completed) as reported by departments. Additional specific information may be obtained from department employment equity co-ordinators listed in Appendix D.

A. Advertising

1. Advertising the government's commitment to employment equity:

   - Job vacancies are advertised in the PSC "Saskatchewan Careers" bulletin which is available in braille and by a telecommunication (TDD) line. The bulletins are mailed regularly to over 24 organizations representing the designated groups.

- The PSC display used as a backdrop for career fairs reflects designated group employees in a positive, non-stereotypical manner in a variety of occupations. The display was used at several career days sponsored by Aboriginal government and community groups.

2. Including a statement about employment equity in job advertisements:

- In 1996/97, 47 of 446 permanent positions that were advertised were targeted:

  This position is designated under the Employment Equity program for persons of Aboriginal ancestry, persons with disabilities and members of visible minorities, as per Article 22 of the PSC/SGEU Collective Agreement. Candidates must indicate in writing that they are a member of a designated group to be eligible for this position.

- In some departments, even if a position is not specifically advertised for employment equity candidates, the deputy ministers have directed that designated group members be actively invited to apply. Positions could be designated for all groups or for a specific group.

- The following table shows the breakdown of positions advertised for in-scope and out-of-scope competitions.

Table 6
Permanent Positions Advertised
(Designated and Non-Designated)
1996/97

	In-Scope	Out-of-Scope	Total
Designated Positions:			
Aboriginal	28	0	28
Aboriginal/Visible Minority	2	0	2
Disability	0	1	1
All Groups	8	2	10
Women in Non-Traditional Occupations	6	0	6
Total	44	3	47
Non-Designated Positions	262	137	399
Total	306	140	446

Note: Table 6 only indicates the number of positions advertised. It does not include permanent positions filled by bumping, re-employment, lateral transfers, orders-in-council, contracts or labour service.

3. Appropriately depicting designated group members in published material:

   - Designated group employees are featured in internal publications and general government information material in a non-stereotypical manner. For example, new photographs were acquired in one department to depict typical activities relating to mining exploration and oil and gas activity. The images include photos of an Aboriginal worker and of a woman in a non-traditional role.

4. Ensuring the absence of systemic barriers in job advertisements:

   - Advertisements are gender neutral in images and language, and are free from overtones of sexism and racism.

   - Job descriptions are reviewed by staffing consultants and some employment equity committees for systemic barriers.

5. Placing job advertisements in appropriate locations:

   - Job advertisements are placed in publications to reach the designated group readership, for example, **Windspeaker** and other northern newspapers, Band/Tribal Council offices and post secondary educational institutions.

   - Positions are advertised at the Saskatchewan Indian Federated College (SIFC), Saskatchewan Indian Cultural Centre, and the Saskatchewan Indian Institute of Technologies.

   - Vacant permanent positions are also often advertised in the Regina **Leader Post**, the Saskatoon **Star Phoenix**, and on the internet.

   - In Estevan a vacant position with one department was advertised in the local Band Office near Carlyle. When the position was staffed the Band manager was involved in the interview process, with the agreement of the SGEU panel representative.

B. Recruitment

1. Recognizing transferable/equivalent skills and experience:

   - Position requirements are stated in terms of knowledge, skills and abilities and unless required by statute, include a statement of equivalency.

- The Staffing Branch of PSC is currently working on establishing core competencies for all in-scope positions which will be covered by the new classification plan. The same principles that are currently being applied to the human resource positions will be applicable to all in-scope positions in the public service. This encourages evaluation of transferable skills rather than gauging future job performance based on education and experience.

2. Identifying positions to be filled by designated group members:

   - All managers are encouraged to examine vacant positions to determine potential employment opportunities for designated group members.

   - An internal staffing request form in one department requires that employment equity candidates be discussed/considered before any staffing action can be initiated.

   - Vacant positions to be staffed are reviewed by some departmental employment equity committees to determine whether they could be targeted; the co-chairs have the authority to approach the manager to discuss possible designation of positions.

   - To increase the number of positions to be targeted for employment equity purposes, one department's committee recommended to Executive Management that 50% of all vacancies be targeted for employment equity. Although this was a desirable goal, the reality was that each position had to be reviewed on an individual basis, and targeted accordingly.

3. Using training positions for designated group members:

   - Trainee rates are used to attract more female candidates into the non-traditional agrologist, junior financial analyst and revenue officer classifications.

   - One department has targeted an assistant social service worker position as a feeder position for Aboriginal employees entering social work.

4. Accessing inventories of qualified designated group members:

   - The PSC maintains inventories for persons of Aboriginal ancestry, members of visible minority groups and candidates with disabilities.

Inventories are used by government departments, CIC Crowns and Treasury Board Crown Corporations and private sector employers when staffing vacancies. Details of the number of resumes, job orders and referrals made may be found in Table 13 in Appendix B.

- Difficulties in defining a "person with a disability" have led to challenges as to whether certain candidates should be included in the inventory, that is, whether they comply with the criteria as defined in the collective agreement.

- In addition to the PSC inventory, departments contacted other external agencies and organizations for referrals of qualified candidates to match specific vacant positions. Some examples are Saskatoon Cultural Centre, Yorkton Tribal Council, and the SIFC.

5. Actively searching for designated group candidates:

- Staff responsible for the central inventories contact external agencies and organizations for referrals of qualified candidates to match specific vacant positions. Departments have also established their own contacts with employment agencies, for example, Employment Access and Riel Native Employment Services.

- Departments participate in trade shows, conferences and career fairs around the province to solicit interest in non-traditional careers and to attract designated group members, for example, the Interprovincial Association on Native Employment career fair.

- The Forestry Branch of one department recruited 104 women in labour service non-traditional roles to perform tree planting and lifting during the spring and fall. The employees are hired by the Prince Albert and Big River nurseries for 2 to 3 weeks in the spring and may be requested to work in the fall for another 2 to 3 weeks. These labour service employees are short-term in nature, do not earn seniority and are terminated at the end of the work term (non-recallable).

- The Office of Northern Affairs, the PSC and CIC are jointly planning modifications to Saskatchewan's current employment equity policies to permit the implementation of a "Northern Hire Policy." The new policy will focus on recruiting Northerners, the vast majority of whom (approximately 83%) are of Aboriginal ancestry, into new public sector and Crown Corporation positions in the Northern Administration District.

This initiative, complemented by requisite training supports, is intended to parallel, within the provincial public sector, the success the government has had in ensuring the northern mineral industry employs an increasing percentage of its workforce from those northern communities located in close proximity to particular mines.

- Recruitment measures in Northern Health Services continue to include statements of preference for candidates with proficiency in Cree, Dene, and/or Michif. Other provisions include extensive experience working with sensitivity of cross-cultural dynamics, working with Aboriginal people, and respecting their expressions of traditional healing and spirituality.

- Northern Health Services continues to work on developing informal staffing strategies aimed at enhancing the number of Aboriginal staff to accurately reflect the demographics in Northern Saskatchewan.

6. Meetings with organizations representing designated groups:

   - PSC and departments are in contact with community groups on an ongoing basis to accept referrals and to discuss the qualifications of candidates.

   - Community groups also act as a resource in resolving issues: Saskatchewan Deaf and Hard of Hearing Services Inc., People First, Saskatchewan Community Living Association, Federation of Saskatchewan Indian Nations (FSIN) and Metis Nation of Saskatchewan (MNS).

   - Several departments have been holding discussions with the Provincial Interagency Network on Disabilities (PIND). PIND was formed to provide a common voice for the concerns of all Saskatchewan disability groups. One of PIND's top priorities is improvement of the employment opportunities for persons with disabilities.

7. Use of training programs when hiring qualifiable designated group members:

   - Practicum and work placements are arranged for designated group members. Examples include the FSIN Mental Health Program, Northlands Career College, Faculties of Social Work and Human Justice, and the SIFC.

   - To increase Aboriginal participation in the health professions, Northern Health bursaries are designated for qualified Aboriginal students, particularly in the area of public health inspection.

8. Using permanent and non-permanent appointments:

- Mechanisms used to appoint designated group members include:

  - Competitions for permanent positions.
  - Other appointments of a permanent or non-permanent nature, which include transfers within/between departments and promotions within/between departments, any of which may involve either a permanent move, or appointments to temporary, part-time and casual positions.
  - Assignment of new higher level duties on a permanent basis, followed by an upward reclassification.

- Employees are made aware of internal developmental opportunities as they arise.

9. Staffing under the PSC/SGEU Collective Bargaining Agreement:

Employment equity staffing provisions are contained in Article 22.5 of the **PSC/SGEU Collective Agreement**. The main provisions of this section (Appendix E) are:

- All classes of positions may be utilized for employment equity staffing (positions targeted solely for members from the designated groups).
- Whenever possible, positions staffed for employment equity will be available to all of the designated groups. Positions which are restricted to a specific designated group must meet one of the following criteria:

  i) There is a need to increase the proportional representation of a particular designated group in the workplace in a specific geographic area, as identified by the department's yearly objectives or results; or
  ii) There is a need to represent one of the designated groups, as an employee of a particular agency; or
  iii) There is a demonstrated need for the position to serve a client group which is predominantly made up of members of one or more of the designated groups.

- No existing employee shall have his/her active employment status terminated as result of an employment equity staffing action.
- The process permits department employment equity committees comprised of union/management representatives to designate and approve positions within their own departments. Previously, departments were required to submit requests to the SGEU co-chair of the Joint Committee for approval.

- In 1996/97, 44 SGEU permanent positions were designated.

10. Self-identification on employment application:

    - Both the regular and summer student application forms include a section for applicants to self-declare.

    - The survey is voluntary but departments found that when the forms are included as part of the orientation package, there is an increase in completed forms.

    - In one department workforce survey forms were sent to all Branch/Regional Directors with a list of all employees who had not completed the form. As a result, sixty percent of all employees in the department have now completed the form.

11. Interviewing candidates:

    - When managers and staffing consultants prepare interview guides, they attempt to ensure that the guides are free from systemic and cultural barriers.

    - Whenever possible, representatives of the designated groups participate on interview panels.

12. Monitoring turnover rates:

    - All departments are required to conduct voluntary exit interviews with designated group employees leaving the public service. Due to the fact that confidentiality cannot be guaranteed under **The Freedom of Information and Protection of Privacy Act**, departments are uncertain as to the reliability and validity of information being collected.

    - Table 14 in Appendix B presents the data on designated group employees (self-declared) leaving the public service and who have voluntarily agreed to an exit interview from April 1, 1996 to March 31, 1997. Exit interview data indicate that the most frequent reasons for termination included: retirement, promotions within government and new jobs outside of government. Many of the terminating non-permanent employees were co-op or summer students who either returned to school, or their term/project had been completed.

      It should be made clear that the exit interviews data represent only a portion of employees terminating, as the interviews are voluntary.

13. Summer Student Program:

- The summer student program is centrally administered by the PSC. Students are referred to departments for specific positions on a random basis within categories (i.e. location, availability, students' job preferences, special skills if appropriate such as word processing). The random selection process is automated.

- Pertinent data from student application forms are entered into a computer system (name, address, job preferences, skills, location preferences, availability, employment equity).

  Applications selected are then forwarded to appropriate departments for final selection. One out of every three resumes referred is from the designated groups. There were some instances when PSC was not able to supply resumes from designated group members for jobs requiring certain technical and specific skills.

- Managers may indicate on the requisition form that they wish to consider only employment equity students. In these cases, all referrals are students who self-identify as members of a designated group.

- Tables 15 and 16 in Appendix B quantify the applications received and the students hired by designated group during summer, 1996. Of the 425 students hired in Executive Government and the SPMC, 110 or 25.9% of all summer student hires were from the designated groups (does not include women hired in traditional occupations).

14. Mentoring Program:

- The mentoring program with Aboriginal students from Scott Collegiate in Regina is in its eighth semester. The program is administered in partnership with SaskTel. Students took part in numerous activities including human resources work, sustainable production, livestock and veterinary operations, geological exploration and development, treaty land entitlement settlements, and highway traffic surveillance.

- Table 17 in Appendix B quantifies our participation in this program from 1993 to 1997.

C. Developmental Opportunities

1. Staff Development Programs:

- The government continues to use the skills development model that focuses on self-directed learning. Resource Centers (which contain a wide range of resource materials) were established in most departments. Employees create their own self-development plans and identify areas of interest.

- Employees are encouraged to enrol in educational courses. These courses are viewed as essential to the enhancement of skills and development of contacts within the public service for career development.

- One department has been developing a learning policy titled *Organizational Learning: Policy and Supports.* The policy encourages the development of individual learning plans for employees which will identify their goals and objectives as well as their learning needs.

- Designated group employees are eligible and are encouraged to apply for tuition and book reimbursement.

- Departments ensure all their employees are made aware of internal and external developmental opportunities by circulating secondment opportunities to all employees. Departments offer resume writing services and interview preparation services to their employees.

2. Developmental Assignments:

- Departments encourage and support current designated group employees who may be interested in career assignments, job rotations, secondments and temporary performance of higher duties (TPHD) to gain different work experiences and appropriate management training and development opportunities. For example, one department used TPHD to provide supervisory coverage in the LaLoche office, allowing a designated group employee to develop supervisory skills.

- Departments arrange for job reassignments e.g. traditional to non-traditional positions, "interagency" enrichment, temporary upward reclassification and special projects for designated group employees.

- Departments continue to offer variable hours, job-sharing, family and career leaves to meet individual and family needs. The flexible and variable hours/job sharing program allows employees to decrease their hours of work and maintain their permanent status. Permanent out-of-scope, CUPE and SGEU employees are eligible, with approval of the supervisor. Career leave options provide opportunities for employees to take leave for personal development purposes, family reasons, community service, and temporary work experience.

3. Other Developmental Programs:

- Other developmental programs include PSC courses, departmental technical training, seminars or conferences sponsored by outside agencies, internal seminars, and out-of-province conferences and meetings.

- A residential youth centre conducted a six week cultural camp on a local reserve. The employees recruited to supervise the six residents were members of the designated groups.

D. Ethnic, Racial and Gender Harassment

- Under Appendix H of the PSC/SGEU Collective Bargaining Agreement, a government-wide anti-racial, ethnic and gender discrimination training program was developed and continues to be implemented jointly by the SGEU and government. This training is in its third year of implementation. In the past year the Implementation Committee has coordinated three province-wide training programs involving approximately 600 employees. Departments have taken responsibility for developing the best mechanism for providing this training program, given their priorities and resources. An orientation program was developed for departments to assist them in providing a 1 to 1.5 hour policy orientation to employees and managers.

- Departments circulate educational material about harassment to staff, and one department discusses the issue at staff meetings to educate employees.

- One department has an ongoing initiative to monitor all offices, shops, warehouses, etc., for offensive material, for example, a directive was sent out advising senior management of the continuing need to monitor the workplace.

- The Women's Secretariat established *The Sexual Harassment Prevention Program* to address the issue of sexual harassment in the private and public sectors. Services provided by the program include policy consultation, full and half-day educational workshops, as well as a train-the-facilitator workshop. A variety of educational materials have been developed, including comprehensive workshop resources, an employer's guide on harassment, and posters and brochures.

E. Education and Awareness

1. Internal Communications:

- Departments' annual employment equity reports are approved by deputy ministers and circulated to branch managers for information and action.

- Some departments explicitly state that annual personal goals and objectives (Key Result Areas in the Coaching for Results program) of managers include employment equity objectives. This includes consideration of designated group members on staffing actions and support or encouragement of staff members to participate in activities.

- Co-chairs and co-ordinators made presentations to management planning sessions and other regular managerial meetings.

- One department drafted a procedures manual to educate managers/supervisors on how to staff positions with employment equity candidates. These procedures will be finalized and forwarded to department managers in late spring.

- Several departments have purchased the "Quick Resource Employment Equity Directory (Quick REED)" and "Equity I.Q." video (developed in 1996 by SERM), to train their employees.

- As a result of one department's strategic plan, *Core Strategy - Quality of Work Life*, each branch/work unit is conducting a needs assessment regarding changes required to facilitate employment equity.

  In addition, Division Heads are accountable to ensure employment equity goals are met and equity hiring becomes a performance objective for all managers.

- Announcements of employment equity activities are regularly forwarded to all staff through electronic mail where available.

- Departments have compiled extensive orientation packages which contain employment equity information, for example, a statement of the department's commitment, its history, departmental initiatives and a workplace survey form. The survey form is voluntary, but being part of an initial orientation package has increased the percentage of employees who complete it.

- One department held monthly video/discussion sessions on topics related to employment equity. These sessions were held during working hours and were open to all employees. This was discontinued after three months due to low attendance.

- In one department, the Employment Equity Committee sponsored two educational initiatives: (1) a crossword puzzle where all clues and responses focused on persons with disabilities (the first person to complete the puzzle with all correct responses won a small prize), and (2) a questionnaire on women's issues that was electronically mailed to all staff (the answers were later e-mailed to all staff).

- An International Women's Day Quiz was produced and distributed to 4000 various groups and individuals across Saskatchewan, including Saskatchewan media, women's groups, community groups, unions, government departments and agencies, employment equity co-ordinators, and Crown Corporation employment equity co-ordinators.

- In one department elders were invited to provide information to staff about First Nations culture, sweatlodges, talking circles, Aboriginal ideas towards domestic violence and the role elders have in the Aboriginal community.

- One department developed a poster from their code of ethics regarding differences among people in the workforce. The posters were stamped with the department's logo and were displayed in all of the board rooms, and distributed to regional offices.

2. Newsletters and Other Communications:

   - Each edition of ***PSPeople***, the quarterly government newsletter distributed to all public service employees, features employment equity activities, for example, stories featuring employees who are from a designated group, the Scott Collegiate mentoring program and Employment Equity Week.

- Departments distribute employment equity information and articles through regular reports, memos, posters, internal newsletters, journals, articles and electronic-mail, to all staff.

- Brochures, posters and printed materials distributed include: *1997 Directory of Programs and Services for Persons with Disabilities, 1996 Farm Safety Calendar, Labour Standards Rights and Responsibilities Booklets, 1997 South Saskatchewan Independent Living Centre calendar*, manual for students-at-law distributed to universities and the Native Law Society, *The Wage Gap* and *Economic Indicators for Saskatchewan Women.*

- Information to employees and the general public on departmental programs and proposed legislation is made available in braille and audio-tape whenever possible, upon request.

- The package of employment equity brochures published in 1993 still appear to be popular as demand has exceeded supply, and several brochures have been reprinted for distribution.

3. Presentations:

   - Presentations on a variety of issues relating to employment equity were made to management and other employees by current employees, other departments/agencies (SHRC, Disabilities Directorate, Indian and Metis Affairs Secretariat (IMAS), Women's Secretariat, PSC) and by external resources (educational institutions, community groups, private consultants, professional lecturers).

4. Conferences and Seminars:

   - Staff attended conferences, seminars and developmental training courses on employment equity and other related issues, including Mediation Training, the annual Aboriginal Government Employee Network (AGEN) conference, the annual Interprovincial Association on Native Employment Career Symposium, PSC Management Orientation sessions, national conferences on the Report of the Royal Commission on Aboriginal People, the annual Saskatchewan Employment Equity Practitioners' Association (SEEPA) conference, a Winter Solstice event held to honour those who work to improve the lives of women, the Awasis Child Care Conference, RCMP training for Family Services staff, the National Employment and Pay Equity Conference, the Saskatchewan Association of Social Workers (SASW)

Conference, seminar on services to First Nations clients, a cultural event on sweetgrass, Equity Conference in Fort Qu'Appelle, and the "Building Community in a Diversity Society" workshop.

- In one department, one hour awareness sessions once a week and other short presentations were conducted on issues such as racism and discrimination, workplace issues of each of the designated groups, stress in the workplace, etc.

5. Other:

- Departments recognized National Access Awareness Week (NAAW), International Day for the Elimination of Racism, International Women's Day, National Aboriginal Awareness Day, Employment Equity Week, International Day of Disabled Persons and Black Awareness Week.

- Departments have special programs to support Aboriginal projects: *Aboriginal Action Plan* to support agricultural industries by providing support, research, statistics, specialized services and funding to Aboriginal groups to promote economic development and self-sufficiency; *Aboriginal Awareness Training* (part of corrections worker training) which includes components on Indian and Metis culture, history and contemporary issues; *Inter-governmental Working Group on Aboriginals Participating in Mining* to foster positive relationships between the Aboriginal community and the mining industry; *Wellness and Promotion* to ensure that Aboriginal health needs are met by developing relevant materials and programs; and an *Environmental/Public Health Training* program to meet the needs of Aboriginal people.

- One department developed an extensive photo and slide stock library of disabled persons in non-traditional roles as well as slides showing employment-accessible business and public buildings.

F. Retention Initiatives

- Departments continue to provide career counselling services (resume writing, job search techniques, mock interviews). They also refer designated group members to organizations and agencies which provide vocational counselling services or specific employment programs for designated group members.

- Exit interviews (voluntary) are conducted with resigning employees and through this process, retention concerns and/or alternatives are identified.

- Ad hoc mentoring relationships are arranged between new and current employees on a voluntary basis.

- The Aboriginal Government Employees' Network (AGEN) was founded in 1993 to provide networking and dialogue for Aboriginal employees in Executive Government, the CIC Crowns and Treasury Board Crown corporations. The AGEN Provincial Steering Committee does not have a legislative mandate, but maintains an informal reporting mechanism intended to complement the government's employment equity and Aboriginal policy initiatives. AGEN successfully planned, coordinated and hosted the fourth annual conference held in Saskatoon on October 21 and 22, 1996. The conference attracted 330 participants representing 11 Crown corporations, 14 Executive Government departments and 3 external agencies.

- The Employee and Family Assistance Program (EFAP) provides counselling to employees and their families who may be experiencing difficulties in their personal or professional lives.

- In one department one managerial position has additional unique responsibilities to promote and support Aboriginal people and culture: *To assist in the recruitment of Aboriginal professionals, contribute to cultural awareness of departmental staff and related NGO agencies and provide support to Aboriginal staff employed by the Department.*

G. Employment Equity Week

- Employment Equity Week was a government initiative to promote equity in the workplace. The week consisted of promotional events used to celebrate diversity and to create an understanding of employment equity policies.

  At the government's request, the City of Regina proclaimed June 24 - 27 as Employment Equity Week. Saskatchewan Communications Network (SCN) featured the week's activities in the May/June issue of their program guide, and the Regina **Leader Post** and the Saskatoon **Star Phoenix** displayed a special employment equity feature in their June 24, 1996 editions. Executive Government, CIC Crowns and Treasury Board Crown corporations organized the following events:

  June 24: Kick-off Luncheon

  Guest speakers, the Honourable Lorne Calvert, Minister of the PSC and Chief Marie-Anne DayWalker of Okanese Band, delivered recognition and motivational speeches to "kick-off" the week, and to promote and encourage employment equity.

The luncheon was attended by 120 union and management employees.

June 25: Diversity Day

Diversity day was a half-day information session specifically targeted to senior managers not working in the field of employment equity. Participants were from government departments, CIC Crowns, and Treasury Board Crown corporations, equity practitioners, unions and employment equity committees.

Guest speaker, Holly Toupin of the Canadian Banker's Association, discussed the added-value of implementing employment equity in the workplace. Following Holly's presentation, participants moved into smaller discussion groups to share ideas and knowledge on successful employment equity strategies.

June 26: SHRC Hearing

The SHRC Public Annual Monitoring Hearings were held in Saskatoon and were open to anyone who wished to attend.

June 27: Departmental/Corporate Employment Equity Day

During the week, departments notified employees of key events and coordinated activities within their departments for Department/Corporate Day. Activities included multi-cultural potluck lunches, video and drama presentations, distribution of employment equity ribbons and/or buttons, speakers, and demonstrations on technical aids.

Employment Equity Week in 1997 will be held June 23-27, featuring a two day national conference in Regina. The theme is *"Diversity: Changing the Focus"*.

H. Other Initiatives

- The Aboriginal Cultural Awareness Program has recently been finalized. Through co-operation of SIFC, SIMAS and the PSC a flexible modularized program has been researched and developed. The purpose of this program is to provide government employees with information to better understand the Indian and Metis cultures in order to improve race relations, both between workers, and between workers and clients. The program consists of a core program (two days) that covers the historical context. There are four additional modules that departments can access based on group or department need. Deputy Ministers will be receiving an orientation to this program on May 1, 1997.

It is anticipated that the program will be printed and ready for distribution to departments in May. It will then be departments' responsibility to strategize on how they wish to implement the program for their own employees.

- The PSC, SIFC, SIMAS and the Department of Justice are developing a corporate strategy for the Aboriginal Cultural Sensitization Program.

- In 1996/97, SIMAS had extensive presentations and activities related to the Aboriginal Employment Development Program. Between 1995/96 and 1996/97, seven partnership agreements have been signed with district health boards to facilitate positive race/cultural relations and to increase Aboriginal employment and business.

- One youth residential centre offers ongoing cultural programming to staff and residents. The in-centre Aboriginal support group committee has invited guest speakers from the surrounding reserves and from the profession to give presentations every second Friday of the month as ongoing training.

- One department sponsored the "Outstanding Student" award in 1996 in the Indian Business Management Program in Fort Qu'Appelle. The employment equity co-ordinator attended the graduation and presented the plaque to the student.

I. Difficulties Encountered

- Difficulties have been encountered in attracting qualified designated group members in highly specialized positions requiring engineering, mathematical or scientific backgrounds or special licenses or certificates.

- Most departments said they experienced difficulty in meeting their quantitative goals due to reduced staffing actions.

- Permanent positions elsewhere, particularly with Aboriginal governments (for example, FSIN), were often more attractive to Aboriginal candidates than non-permanent positions in government.

- Major restructuring resulted in the withdrawal of some positions targeted for staffing.

- Employment equity committee members were unable to commit as much time as they would like to employment equity initiatives due to other demands from their regular jobs.

Delays were encountered in the appointment of departmental employment equity committees as the result of the new provisions in the collective bargaining agreement, for example, the in-scope criteria stipulate that individuals must belong to a designated group. A call went out twice in one department for in-scope representation.

- In some departments, the response rate of the workplace survey forms remains low. Therefore, the statistics do not provide an accurate picture of representation in their workplaces.

- It is possible for a designated group candidate to be successful in a designated competition, but subsequently decline to self-identify on the workforce survey form, thereby, denying the department the opportunity of including the candidate in the recruitment statistics.

- Advocates of employment equity encounter some backlash when positions are designated, and when staff believe that the most qualified person was not hired, or job requirements had been lowered, which in fact, was not the case. Sometimes there is backlash from employees if positions are targeted for designated equity members when hiring conflicts with seniority.

J. Accommodating Persons With Disabilities

1. Physical Accessibility

In 1996/97, the Saskatchewan Property Management Corporation (SPMC) reported that $28,560.68 was spent on completed physical accessibility renovations in government owned and leased buildings (See Table 18 in Appendix B). In addition, there were other renovations that were completed at the departmental level, but were not included in the total SPMC expenditures, for example, washroom renovations at the Bank of Montreal building that houses the PSC, and a wheelchair accessible entrance at the Saskatoon Cabinet office.

2. Technical Devices and Services

Departments continue to provide technical devices and other types of services. Accommodations provided by the employer include: ergonomically correct work stations (such as chairs, computer keyboards, keyboard trays, desks, etc.), regular breaks during regular office hours and formal hearings, adjustments to florescent lighting, preferred parking to employees with physical disabilities, provisions for special chairs, hearing aids, wrist rests, anti-glare screens for terminals, maintenance of special technical equipment, telephone access for the hearing impaired, work placements (where feasible)

for individuals on long-term disability to assist with re-integration into the workplace, upgrading of monitors to assist employees with poor eyesight, wheelchair access to various reception areas, transportation provided by other staff for co-worker who is unable to drive, special arrangements for staff member working evenings and weekends who is night blind, installation of scanner in a computer with voice activated/speaking software for a sight impaired employee, installation of voice activated software, improved lighting in parking lots and the posting of wheelchair accessibility signs.

3. Other

One copy of the **Directory of Programs and Services for Persons with Disabilities** has been produced in braille format and numerous copies in large print and audio cassette. The **Job Search Handbook** is available in audio cassette for clients from the Canadian National Institute for the Blind.

K. Research

A research study on the "glass ceiling" was conducted and forwarded to the SHRC on June 21, 1996, as stipulated in 1995/96 Term and Condition of Approval #9. The report outlined the government's strategies that identify, develop, support, and recruit members of the designated groups into management. The report included a brief literature review of the "glass ceiling" concept and a statistical analysis of designated groups in management in the Government of Saskatchewan. The report also provided a comprehensive list of the programs implemented to increase representation, and several ongoing and proposed initiatives for implementation.

L. Communications Strategy

A Communications Strategy Committee was established to develop a communications plan for creating awareness about employment equity in the public sector. Members were appointed by the Deputy Ministers' Steering Committee, and all relevant unions were invited to participate.

The Strategy Committee consisted of representatives from several government departments (Education, Indian and Metis Affairs Secretariat, Justice, Labour, Municipal Government, PSC, Social Services, Women's Secretariat), several Crown corporations (CIC, SaskPower, SPMC) and others (SGEU, SHRC).

While last year's report contained the major details of the strategy, it is necessary to review the evolution of the plan to provide the background for this summary.

Background

- The Steering Committee directed the PSC in April 1995 to establish a Committee to update the original 1994 Communications Strategy.
- The revised Communications Strategy was approved in principle by the Steering Committee in June 1995.
- In October 1995, authorization was granted to proceed with the baseline research component of the strategy.
- An environmental scan was conducted between September and December 1995. Consultations were held with key informants to obtain their views of employment equity in government.
- A one-day session was held on December 5, 1995 for union/management committees to discuss employment equity objectives and activities.
- In January and February 1996, consultations were conducted with 12 employee focus groups comprised of a cross-section of government employees.
- A random sample survey research was completed in March 1996. An external opinion research company conducted a twenty minute telephone survey with a sample of 1,000 public service employees in Executive Government and Treasury Board Crown corporations. CIC Crown Corporations elected to not be involved in the research project.
- Data collected from these sources were compiled and analyzed by the research sub-committee over July and August 1996.
- In September 1996, the results were presented to the Steering Committee, who in turn directed the Communications Strategy Committee to draft a revised plan based on the research results.
- An alternative plan was presented in October 1996 at the regular Steering Committee meeting. At this same meeting it was agreed by the Deputy Ministers that an external consultant would be contracted to conduct an evaluation of the government's employment equity program. Therefore, the revised Communications Strategy was placed on hold until completion of the evaluation.

For the SHRC's information, attached to this Annual Report are copies of the results of the baseline research, "Employment Equity Baseline Research Final Report - Survey" (September 1996) and the focus group sessions, "Employment Equity Baseline Research Final Report - Focus Groups" (February 1996).

M. Evaluation of the Government's Employment Equity Program

In September 1996, the Deputy Ministers' Steering Committee on Employment Equity agreed that an evaluation of the government's employment equity program was timely and appropriate, and requested the PSC to coordinate the research. The PSC prepared the **Request for Proposal for Consulting Services** with the assistance of SPMC. The closing date for the receipt of proposals was December 18, 1996.

The goal of the project was to evaluate the employment equity program for its effectiveness in meeting its goals and objectives. An evaluation would analyze program components, delivery system, financial implications and administrative structures. A list of viable recommendations was a required component of the evaluation.

Expertise was required to answer the following key questions:

1. To what extent has the Saskatchewan government been successful in recruiting, promoting, retaining and supporting employees from the designated groups?
2. How does the government's record compare to other North American governments and employment equity employers?
3. What factors can be identified to account for differences among employers?
4. What actions can be taken to revitalize and enhance the delivery of the current program?
5. Are employment equity programs in general the most effective policy tool to address the issue of under representation or are there other models that ought to be considered? What is the evidence in support of alternative strategies?

In answering these questions, the following factors were considered:

- *relevance*: assessment of the extent to which the program continues to meet objectives set by Government and the SHRC;
- *appropriateness*: analyses of the extent to which the program design and level of effort are related to the objectives;
- *achievement of intended results*: assessment of quantitative and qualitative performance of the program (components include recruitment, promotion, retention, support, accommodation, etc.);
- *secondary impacts*: review of other consequences that have occurred, either intended or unintended, and positive or negative (for example, backlash)
- *responsiveness*: identification and adaptation to barriers and challenges, and support provided by management and unions;
- *structures*: rating of the current delivery system and the administrative structures;
- *monitoring and reporting*: review of the current systems of accountability, governance and management;
- *resources*: determination of the adequacy of human and financial resources; and
- *partnerships*: evaluation of the relationship of the program vis-a-vis SGEU, CUPE, other employment equity employers, and community organizations.

Both the SGEU and CUPE were active partners in the evaluation process, commencing with the selection of the consultant (Price Waterhouse), participating in the discussions, completing questionnaires, offering feedback and guiding the

process. All permanent heads, employment equity co-ordinators, joint committee members and employees were notified of the pending evaluation and were asked to co-operate if requested do so.

The overall study was supervised by a Project Advisory Team comprised of the Chair of the PSC and representatives from the SGEU, departments and the PSC. The project commenced in January 1997 with a projected completion date of May 1997.

The methodology included the following phases:

- Initiation: preliminary interviews with key informants, review of internal and external background documents and statistics, including the baseline research study.
- Evaluation: review of best practices of other organizations and provinces, additional interviews with managers, employment equity co-ordinators, joint committee members, "Town Hall" meetings with and questionnaires to community groups.
- Implementation: review of the key issues, crafting of suggested actions in a "Breakthrough Workshop" and the drafting of the final report.

The final report and its recommendations is expected in May 1997. The report will be submitted to the Steering Committee for their review and follow up. An executive summary will be available at a later date for all employees and for the general public, including the community groups that participated in the project.

N. Provincial Co-ordinator Initiatives

- The PSC is responsible for administering and monitoring the employment equity plans on a government-wide basis. Responsibilities include planning and policy development, co-ordination of department initiatives, monitoring and evaluating achievements, and providing support and advisory services.

- The Provincial Employment Equity Co-ordinator co-chairs the Joint Union/Management Committees with SGEU and CUPE, chairs the Employment Equity Co-ordinators' Council and the Communications Strategy Committee, and is a member of the Steering Committee. The co-ordinator is also a board member of SEEPA and a member of the Interdepartmental Committee on Disability Issues.

- The co-ordinator was assisted by a half-time secretarial position and a co-op student in summer 1996 and winter 1997. The unit was involved in the following activities:

Administration

- Coordinated the information flow on employment equity issues among departments, initiated research and policy work on current issues including the duty to accommodate, self-identification, exit interviews, the glass ceiling, women in non-traditional occupations, and compiled qualitative and quantitative data to meet SHRC requirements and requests from the community.

- Rejuvenated the Joint CUPE/Management Employment Equity Committee and redrafted the Letter of Understanding for review by CUPE and management representatives. Reviewed accomplishments and set priorities and timelines with the Joint SGEU/Management Employment Equity Committee.

Education and Awareness

- Attended several conferences and awareness training sessions on issues relating to designated groups, and participated in NAAW, International Day for the Elimination of Racial Discrimination and International Women's Day activities. Actively worked on the Employment Equity Week activities and on the Planning Committee for the upcoming 1997 Employment Equity Conference.

- Made presentations to departments, community groups and other employers regarding employment equity, individually and with the SGEU co-chair of the Joint Committee.

Programs and Partnerships

- Implemented the Scott Collegiate mentoring program in partnership with SaskTel and Scott Collegiate teaching staff.

- Worked jointly with departments, CIC and Treasury Board Crown corporations, and community organizations (for example, SEEPA, PIND, Immigrant Women of Saskatchewan) to promote employment equity.

- Interviewed, counselled and assisted potential and current employees requesting assistance with resumes and workplace-related difficulties.

Research

- Reviewed the results of the attitudinal survey and focus group discussions and along with the Communications Strategy Committee, developed an action plan to implement recommendations.

- Assisted with and participated in the evaluation of the government's employment equity program.

- Provided extensive input, both written and verbal, on the new classification plan and the staffing standards being developed by the PSC.

Data Retrieval

- Participated in discussions led by the PSC in revising the Intranet Personnel System (IPS) that would overhaul the human resources computerized system.

- Responded to departments' requests for additional employment equity statistics that were not available in the individual departments, and to general public's requests for comprehensive data on employment equity.

Regulation 51 f) Committee Structures

Employment Equity Steering Committee

The Employment Equity Steering Committee, consisting of senior management from Executive Government, CIC Crowns and Treasury Board Crown corporations, met three times during the year. The membership list may be found on page 3.

1996/97 Initiatives

- The Steering Committee was presented with the final results of the baseline research (attitudinal survey) conducted in late March 1996, by the research sub-committee of the larger Communications Strategy committee. The sub-committee was directed to develop a comprehensive communications package, based on the research results, for review in the fall.

- Representatives of the Joint SGEU/management Employment Equity Committee met with the Steering Committee and raised several concerns regarding the ineffectiveness of the program and the lack of overt management commitment.

The Joint Committee also presented a proposal for funding a dispute mechanism to deal with challenges regarding Metis applicants who were successful in obtaining designated permanent positions.

- Several papers were prepared for the Steering Committee for discussion:

  - difficulties concerning self-identification, more specifically, criteria for proof of membership for designated group members
  - senior management support for employment equity
  - historical data of women in senior management in Executive Government
  - assessment of boards and commissions and their participation in the government's employment equity program
  - employment equity reporting and accountability mechanisms
  - employment equity communications implementation plan

- A proposal by the PSC Chair to conduct an external evaluation of the government's employment equity program was approved, to be completed by March 31, 1997.

- In January, 1997, the consultants employed to conduct the evaluation of government's employment equity program updated the Steering Committee on the objectives, methodology, timelines, and preliminary results. Committee members provided input on report distribution, data availability, stakeholder involvement, breakthrough workshop participation, and community meetings.

- Staff representing Executive Government, CIC Crowns and Treasury Board Crown corporations presented their quarterly reports at each meeting.

Employment Equity Co-ordinators' Council

Each department is responsible for ensuring that employment equity principles and plans specific to its needs are implemented. Each department appoints an employment equity co-ordinator who is the link in the department with other employees and managers, other departments, the Provincial Co-ordinator, and community groups.

The co-ordinators represent their departments on a government-wide Employment Equity Co-ordinators' Council (EECC). The Council provides the opportunity for information exchange and input into employment equity matters, and is a formal coordinating mechanism for government-wide initiatives. Members of the Joint SGEU/Management Employment Equity Committee also attend the meetings as active participants.

The union and management co-chairs of the departmental employment equity committees are encouraged to attend all meetings.

Late in the 1996/97 fiscal year, SGEU raised the issue that the Council should be the Co-chairs' Council, as per Article 22.4.3.1 of the PSC/SGEU Collective Agreement.

> *22.4.3.* ***The Joint Committee will develop, implement and evaluate the employment equity plan in accordance with the following:***
>
> *22.4.3.1* ***The Joint Committee will meet with joint representatives of departmental employment committees six (6) times per year or as circumstances warrant.***

There are ongoing discussions regarding the role of the co-ordinators, the co-chairs, and Joint Committee members. The current evaluation of the employment equity program will be addressing roles and responsibilities of current committees, therefore it was agreed that this issue would be tabled until the completion of the evaluation.

In 1996/97, the EECC met four times.

Activities

- In response to a letter from the SHRC, a sub-committee was established to revise the definition of persons with disabilities. Committee members included co-ordinators, union representatives and other interested employees. A meeting was held on May 16 with the SHRC to clarify components of the definition and to offer alternative wording.

- Employment equity co-ordinators participated in focus groups and interviews conducted by the consultants undertaking the employment equity evaluation.

- EECC sub-committees were established to develop workplans on:

  - education and awareness sessions on the legal obligation and the duty to accommodate;
  - increasing the representation of women in non-traditional occupations; and
  - self-identification issues, particularly the criteria for proof of membership for designated group employees.

- Presentations were made to the EECC on:

  - the Staffing Standards Project (core competencies) by PSC staff;
  - activities scheduled for Employment Equity Week, June 24-27, by the Employment Equity Unit;
  - preliminary and final results of the baseline research (attitudinal survey) and focus groups by the research sub-committee of the Communications Strategy Committee;
  - the employment equity video and manual developed by SERM staff; this was followed by a discussion on how departments may access the training package; and
  - partnerships to increase employment opportunities for persons with disabilities by representatives of PIND.

- In addition, Employment Equity Co-ordinators were requested to provide feedback on the SHRC draft Terms and Conditions of Approval, and were forwarded literature on: The National Conference on Pay and Employment Equity, the SEEPA Conference on the Legal Duty to Accommodate, the SaskWITT Conference, copies of **SaskRights** and **Equity Forum** (SHRC publications), quarterly employment equity statistics for their departments and for all of government, a Canadian Bankers Association publication: **Banking on Employment Equity A Casebook**, the Saskatchewan Labour Force Development Board Awards of Excellence brochure, and Breaking the Barriers Award applications.

- Employment equity co-ordinators solicited volunteers in their department to participate in the mentoring program with students of Aboriginal ancestry from Scott Collegiate, and coordinated requests for information to meet SHRC requirements.

Department Employment Equity Committees

Each department is required under Article 22.4.4 of the PSC/SGEU Collective Agreement to establish an employment equity committee (Appendix F). Senior managers are appointed to the departmental committees. They are dedicated and supportive in promoting employment equity by sponsoring events, attending special meetings and expressing support in the workplace.

Committees also review and recommend permanent and non-permanent positions to be designated for employment equity candidates. Most committees have complied with the Collective Agreement requirement for equal representation of both in-scope and out-of-scope employees. The committee membership is reviewed every year and the department and SGEU solicit replacements for current members who have completed their two-year term on the committee. Most committees meet on a quarterly basis.

- Some departmental employment equity committees were affected by leaves of absences and/or secondments of their members.
- One department's employment equity committee dissolved when members were in place for two or more years and considerable effort was made to rebuild the committee. As a result, meetings did not take place in the latter part of the reporting period.
- Each region and institution in one department established employment equity committees that were functioning by December 1996. Several of the committees have developed 1997/98 workplans to support the program within their region/facilities. These workplans have identified both short-term goals and targets to the year 2005.
- A major restructuring of one department into two separate departments took place. As a result, the Employment Equity Committee was dissolved. The Joint Union Management Committees for each department took on the responsibilities of employment equity, effective April 1, 1997.
- One committee developed a five year strategic plan in 1994 and has continually challenged themselves to identify employment equity actions that were achievable and realistic. The department's Deputy Minister (co-chair of the employment equity committee) invited each branch's regional director to review and comment on the plan; feedback was very positive. However, allocation of financial and human resources would be required to complete the developmental work and execute the plan.

Sub-committees

In addition, several sub-committees consisting of co-ordinators, union representatives and designated group employees were established to develop specific policies and programs.

- *Barriers to Staffing Committee*: to review the staffing process. The draft report is being reviewed.

- *Duty to Accommodate*: to explore and propose methods to increase the awareness of human resources personnel on duty to accommodate issues. The Committee has developed a tentative plan; implementation will be delayed until the completion of the evaluation.

- *Women in Non-traditional Occupations*: to increase the representation of women in these occupations. The Committee identified barriers and developed an extensive action plan; implementation will be delayed until the completion of the evaluation.

- *Communications Strategy*: to develop a comprehensive employment equity communications plan for all of government, including the CIC Crowns and Treasury Board Crown corporations. Outcomes from the work of this

committee include the attitudinal survey and the focus group report. Further work in this area will be done in conjunction with recommendations from the evaluation.

- *Employment Equity Conference Planning*: to plan an employment equity conference for the western provinces for June 23-25, 1997. Representatives from public and private sector employers participate on this committee: Royal Bank, Saskatchewan Wheat Pool, federal and provincial Public Service Commissions, Saskatchewan Gaming Corporation, SGI, CIC, SPMC, SaskEnergy, City of Regina, Departments of Highways and Economic Development, and the SHRC. Many other employers have made financial and income-in-kind contributions. A detailed report of the conference will be included in next year's Annual Report.

Regulation 51 g) Names of Joint Committees per Section 60

SGEU/Management and CUPE/Management joint committees are on-going. Each committee consists of two co-chairs and an equal number of union and government representatives.

Joint SGEU/Management Committee

The responsibilities and the composition of the Joint SGEU/Management Employment Equity Committee are outlined under Article 22.4 of the **PSC/SGEU Collective Bargaining Agreement** (Appendix G).

Members of the Committee from April 1, 1996 to March 31, 1997 were:

Representing the Government of Saskatchewan:

Lily Tingley, Co-chair
Howie Alberts (until October 1996)
Karen Aulie
Loree Buchanan (until January 1997)
Curtis Goodfellow (effective November 1996)
Don Gray (effective October 1996)
Archie LaRocque (effective January 1997)
Charlene Martel (until January 1997)
Edie Slugoski (until June 1996)
Mary Tkach (effective January 1997)

Representing the Public Service/Government Employment Bargaining Unit of the SGEU:

Mike Daley, Co-chair
Kerry Armbruster-Barrett (Common Front* representative)
Cheryl Black
Eric Boese
Dorian Hassard (Staff)
Hamid Javed (until September 1996)
Maria Omene (effective February 1997)
Leona Sarchuk

* The Common Front is a committee of the various sector and bargaining units in SGEU.

Note: The SGEU members of the Joint Committee had expressed a concern regarding the "revolving door" of the management representatives. However, this is not likely to change as secondments, new jobs, leaves of absences and other factors affect the participation of members. On the other hand, it was recognized that management should be attempting to recruit members who are able to remain as members for a length of time.

Activities

The full Joint Committee met eight times during the year. Members also attended EECC and other sub-committee meetings that were established to address specific issues. The 1996/97 activities of the Joint Committee included:

- On April 15, 1996, a response was forwarded to the SHRC in response to its Term and Condition of Approval #6 regarding seniority: *The Government of Saskatchewan will report on the results of discussions with its bargaining agents on the issue of seniority and employment equity.*

- In July, with the assistance of a facilitator, the Committee spent one and one-half days developing its long term strategic plan for employment equity initiatives. During the working session, the Committee noted past accomplishments, identified and rated priorities, and summarized categories for future activities.

These issues were compared to the mission statement, values and objectives that had been finalized in December 1995. As a result, another objective statement relating to partnerships was added to the mission statement: *Actively develop and maintain mutually beneficial internal and external partnerships to create linkages and participation to achieve our Employment Equity Vision.* Various sub-committees were established to develop action plans for eight significant issues.

- Committee members reviewed and provided comments on the draft Employment Equity Annual Report to the SHRC, SHRC Terms and Conditions of Approval and the revised definition of persons with disabilities.

- Other issues discussed included: inclusion of gay and lesbian people as a designated group in the employment equity program, verification of membership of designated groups particularly for Metis people and for persons with disabilities, discrepancy between targeted in-scope and out-of-scope positions, the advantages and disadvantages of employment equity awards, type of data required to verify retention of employees, tools and criteria to measure success, work placements for New Career clients, training budgets available in departments for employment equity activities, and the role of union/management committees and employment equity committees.

- The Joint Committee assisted in the planning of Employment Equity Week activities and attended the Kickoff Luncheon, the Diversity Day session, and the SHRC monitoring hearings in Saskatoon. In February, 1997 the Committee met with the employment equity evaluation team.

- Members provided input to other projects being undertaken in government including the Staffing Standards project (core competencies), new Classification Plan and the Human Resources Review. Considerable time was spent in identifying potential bias in the job factors itemized in the classification review and attending meetings on factor points and weights.

- A joint presentation was made to the Deputy Ministers' Steering Committee with a follow up request for a response to the concerns raised. Presentations were also made to the Departments of Economic Development, Energy and Mines, Justice, SERM and Regina Region of Social Services.

- The union and management co-chairs met with the Saskatchewan Crop Insurance Corporation regarding development of their employment equity program, the MNS regarding self-identification issues, and the Kilburn Hall, Social Services employment equity committee regarding designation of positions.

Joint CUPE/Management Employment Equity Committee

The Joint CUPE/Management consultation committee on employment equity is on going. The committee consists of two co-chairs and an equal number of union and management representatives. As of March 31, 1997, the committee members were:

Representing the Government of Saskatchewan:

Lily Tingley, Co-chair
Syd Bolt
Edie Montgrand

Representing CUPE:

Nancy Redekop, Co-chair
Isabelle Bain
Ken Chan

With the transfer of the majority of CUPE employees to the district health boards in the previous year, it was necessary to review the composition of the Committee. In May 1996, two new management and two new CUPE members (all from Valley View Center) were appointed. The committee met four times and the co-chairs separately once.

Activities

- The original Letter of Understanding #88-6A "The Development and Implementation of an Employment Fairness Program with CUPE 600" was drafted in 1986 and signed in 1989.

  This original agreement involved all CUPE Local 600 employees in Valley View Center, the Community Living Division, Saskatchewan mental health clinics throughout the province and the North Battleford Hospital. Staff from the mental health clinics and the hospital were transferred to the local health boards effective April 1, 1996. Therefore, as the Letter of Understanding was no longer applicable to the majority of employees, and as the program name had been changed from "fairness" to "equity", a revised version of the Letter of Understanding was prepared for discussion and approval. The revised Letter of Understanding outlines the objectives and the terms of reference for the Joint CUPE/Management Employment Equity Committee.

- The co-chairs attended the SHRC hearings held on June 1996. The co-chairs also conducted a one-half day education and awareness session on the government's employment equity program for the four new committee members.

Discussion topics included barriers, statistics, the SHRC Terms and Conditions of Approval and their applicability to the institutional setting, and recruitment/retention/promotion issues.

- In February, 1997, a representative from the employment equity evaluation team met with committee members to gain their perspectives on challenges and successes.

- Valley View Center continues to employ persons with disabilities as laundry assistants, as per Letter of Understanding #Valley View Center 94-05.

- CUPE 600 employees and management in Valley View Center continue to deliver the anti-harassment training package for all employees. The training package was designed, and is being delivered jointly by union and management personnel.

Terms and Conditions

The next section outlines the SHRC's 1996/97 Terms and Conditions of Approval for the employment equity program and the response/action taken by the Government of Saskatchewan on behalf of each term and condition.

Monitoring Processes and Responsibilities

This annual report represents an amalgamation of department reports for the fiscal year April 1, 1996 to March 31, 1997.

SASKATCHEWAN HUMAN RIGHTS COMMISSION TERMS AND CONDITIONS CONTINUED EMPLOYMENT EQUITY APPROVAL

Pursuant to Regulation 42 of **The Saskatchewan Human Rights Code**, the Saskatchewan Human Rights Commission continues approval of the employment equity plan of the Government of Saskatchewan with the attached terms and conditions for 1996/97:

1. The Government of Saskatchewan will provide the Commission with an annual report by April 30, 1997, outlining the implementation initiatives since the previous annual report. The report will address progress, challenges and potential changes to the plan, including recruitment, retention and special measures in the workplace.

   The 1996/97 Employment Equity Annual Report was delivered to the Saskatchewan Human Rights Commission (SHRC) on May 9, 1997.

2. The annual report will include a workforce analysis comprised of information about:

   - permanent staff
   - non-permanent staff
   - staffing of permanent positions by external hires
   - staffing of non-permanent positions by external hires
   - promotions of staff
   - turnover of staff

   The information will be categorized by occupational group, gender and designated group, as set out in the attached tables.

   The statistical data are in Appendix B. Appendix B also provides data on CUPE positions, employment equity inventories, exit interviews, summer students, Scott Collegiate mentoring program and accessibility renovations.

   In last year's Annual Report, difficulties relating to the acquisition of external hires data were outlined. The main barrier was the cost and time to develop a program to read historical data, for example, applicants not previously employed by the government in the preceding three months, excluding temporary placements. Follow-up meetings were held again with PSC computer analysts to resolve the issue. With the introduction of the new IPS computer system now being planned, it is anticipated that programming for external hires data will be part of future data runs.

   Additional data regarding management representation, type of position and short-term quantitative goals may be found on pages 7, 8 and 12.

3. The annual report will provide an update on:

   - implementation of the corporate communications strategy
   - development of a recruitment plan for women in occupations, excluding management positions, where their representation is less than 45%
   - educational programs for staff on equity issues.

   Section L on pages 32 and 33 provides an update of the corporate communications strategy.

   A sub-committee of union/management representatives was established to identify barriers and propose strategies to increase the representation of women in non-traditional occupations. A comprehensive action plan was developed but will be held in abeyance until the results of the evaluation of the government's employment equity program have been received. Enhancements to the employment equity program will likely address the need to improve on the number of women in non-traditional roles.

   Training programs on increasing awareness of employment equity are ongoing in departments. The Communications Strategy outlined on pages 32 and 33 and the Education and Awareness Section on pages 24 to 27 describe in detail the work that has been accomplished to date. An update of the number of employees who have received anti-racial, ethnic and gender discrimination training under Appendix H of the PSC/SGEU collective agreement is noted on page 23.

4. The annual report will provide information on:

   - activities to encourage and support members of the designated groups to move into managerial positions
   - initiatives of senior management to support the plan.

   Departments reported on activities to encourage and support members of designated groups to move into managerial positions. The following is a summary of the recruitment, promotion and developmental activities contained in this report.

   - **Some out-of-scope positions were designated for employment equity candidates only, for example, an Executive Director level (ML9) position.**
   - **Vacancies were advertised internally, and in some instances, designated group members were encouraged to apply (secondment opportunities are electronically mailed to all staff).**
   - **Some positions encumbered by designated group employees were upwardly reclassified, for example, from an agrologist 2 to agrologist 3 level.**

- **Most departments emphasized developmental opportunities as a method for moving designated group members into managerial positions. A partial list of some of the activities include: a PL6 to a temporary Acting Director PL7 position, special projects and secondments in northern Saskatchewan, clerical in-scope positions to TPHD PL positions, secondments among PL levels, and lateral transfers among out-of-scope classifications.**

Departments reported on the initiatives of senior management to support the plan. The following is a summary of the initiatives reported throughout the report. Senior managers:

- **encourage managers to examine vacant positions for potential employment opportunities for designated group employees;**
- **designate executive management positions for designated group members;**
- **include employment equity hiring goals as part of their managers' performance evaluation;**
- **send electronic mail in support of and participate in employment equity activities held in their departments;**
- **attend employment equity conferences, meetings, luncheons and other "public" activities to overtly show their support; for example, Employment Equity Week;**
- **chair and lead workshops in employment equity issues, for example, at the AGEN and SEEPA conference;**
- **approve special projects with adequate budgets, for example, the employment equity video and manual;**
- **include statements regarding equity hiring and a representative workplace in their department's mission statement and objectives;**
- **recognize the efforts of designated group members in contributing to the achievement of excellence, for example, awards ceremonies at the AGEN conference, Breaking the Barriers award;**
- **work with the unions to promote employment equity in the public service, for example, jointly signed memos requesting employees to volunteer for departmental employment equity committees;**
- **raise issues for discussion and for development of policies, for example, the employer's obligation related to the duty to accommodate, and ensuring that the policies are adhered to;**
- **designate summer student positions for employment equity applicants only;**
- **participate as mentors in the Scott Collegiate mentoring program with Aboriginal students;**
- **forward the final employment equity annual report to all managers for their review; and**

- **invite speakers (for example, the co-chairs of the Joint SGEU/Management Committee) to the Executive Management meetings to discuss employment equity challenges and successes in their departments.**

5. The Government of Saskatchewan will provide a plan for program implementation in 1997/98 by June 15, 1997. The plan, to be based on an assessment of activities and progress during 1996, will address:

   - departments' workplace statistics for women in management and under-represented positions, Aboriginal staff, staff with disabilities and staff who are visible minorities

   - departments' progress toward their 1996/97 goals and identification of their 1997/98 goals

   - departmental activities to enhance the effectiveness of the employment equity plan, including ways to improve the recruitment of designated groups and education programs for staff of equity issues

   - departmental activities to increase the representation of all designated groups in management level positions.

   A summary of the departmental and agency qualitative and quantitative goals will be submitted to the SHRC by June 15, 1997. In addition, SHRC will receive, under separate cover, each department's action plan for 1997/98.

6. The Government of Saskatchewan will provide to its human resources staff an educational program addressing issues of accommodation in the workplace.

   A sub-committee of union/management employees was established to propose a training package to be used by human resources personnel, middle and senior managers, and eventually for all staff. The sub-committee has prepared a tentative action plan. Implementation of the plan is being delayed until the results of the evaluation of the employment equity program have been received and reviewed.

APPENDICES

Appendix A

Non-traditional SGEU Occupations for Women (1996/97)

Effective December 1995

Agrologist 1-3
Aircraft Engineer Level 1-2
Airport Operator 1
Apprentice 1
Apprenticeship and Labour Standards Inspector I
Audiological Electronics Technician
Audio-Visual Technician 2
Auditor 2-4
Biological Assistant 1
Child Advocate
Community Planner 1
Community Planning Technician 2-3
Computer Operator 1-2
Cook 3
Cooperative Management Advisor 1-2
Coordinator, Colleges
Correction Services Officer 1-2
Corrections Worker 1-3
Culture & Recreation Consultant 1-3
Curator 1
Curriculum & Examination Development Officer
Data Processing Operator 1-2
District Engineering Coordinator
Draftsperson 1
Draftsperson 2-4
Ecologist 1-3
Emergency Measures Advisor
Engineering Assistant 1-2
Engineering Technician 1-2
Equipment Officer
Equipment Operator 1-3
Farm Worker 1-3
Ferry Operator 1-2
Fieldworker 1-2 (AGRI)
Fire Control Coordinator
Fire Prevention Officer 1-2
Fire Protection Worker 1-3
Forest Photo Interpreter 2-3
Forester 1
Forester 2-3
Geological Assistant 1-2
Geological Laboratory Worker 1
General Service Worker 3
Heating & Power Plant Engineers 2
Highway Traffic Officer 1-2
Industry & Commerce Consultant 1-3
Instructional Assistant
Investigator 2-3
Journeyman 1-2
Laboratory Assistant 1
Laboratory Scientist 1-2
Labourer
Land Plans Examiner 1-3
Laundry 2
Librarian 2
Livestock Inspector 1-2
Livestock Technician 2
Medical Equipment Technician 1
Medical Equipment Technician 2
Mines Inspector & Mines Rescue Inspector
Municipal Administration Advisor 1
Museum Technician 2-3
Observer
Occupational Health Officer
Occupational Hygienist 2-3
Operational Service Worker 1-2
Parental Care Supervisor 1
Park Planner 2
Pasture Manager 1-2
Petroleum and Natural Gas Technician 1-3
Petroleum Development Officer 1-2
Pharmacist 2-3
Pilot 3
Postal Clerk 1-2
Printing Analyst
Programmer Analyst 2
Property Agent 1-2
Property Control Officer
Public Health Inspector 1
Radio Technician
Regional Coordinator 1
Research Officer 2-3
Resource Maintenance Supervisor 1-2
Resource Officer 1-4
Revenue Administrator 1
Revenue Officer 4-6
Safety Officer
Senior Public Health Inspector
Security Worker
Senior Storekeeper
Shop Supervisor 1
Social Service Program Worker 4
Social Service Worker 2-3
Stock Clerk 1-2
Storekeeper
Superintendent of Education 1
Supervising Radio Technician
Supervisor of Lands
Supervisor of Facilities Planning
Supervisor Operations (General)
Tax Auditor 3-4
Teacher Therapist
Technical Safety Systems Inspection 1-3
Therapist 2
Trades Helper 1
Trades Instructor
Tradesperson 1
Transport Operator 1
Water Development Project Supervisor 2
Work Experience Supervisor

Non-traditional CUPE 600 Occupations for Women (1996/97)

Effective December 1995

Baker
Cook 3
Driver
Firefighter
Institutional Service Worker 3
Laundry 3
Medical Equipment Technician 1
Pharmacist 1
Psychologist 1-3
Senior Storekeeper
Social Service Worker 3
Storekeeper
Therapist 2

Appendix B

Table 1
Persons of Aboriginal Ancestry
Representation in Government - By Type of Position

	Filled Positions				Persons of Aboriginal Ancestry			
March 31, 1996								
Type of Position	O/S	SGEU	CUPE	TOTAL	O/S	SGEU	CUPE	TOTAL
Permanent	2113	4884	384	7341	53	352	15	420
Temporary	58	509	36	603	6	61	0	67
Part-time	20	1088	67	1175	0	116	4	120
Casual	13	402	140	555	0	35	6	41
Labour Service	0	643	0	643	0	19	0	19
Total	2204	7486	627	10317	59	583	25	667 (6.5%)
March 31, 1997								
Permanent	1965	4748	369	7082	60	366	14	440
Temporary	70	433	29	532	4	50	0	54
Part-time	19	1108	70	1197	1	120	3	124
Casual	8	473	123	604	0	39	4	43
Labour Service	0	562	0	562	0	21	0	21
Total	2062	7324	591	9977	65	596	21	682 (6.8%)

Table 2
Persons with Disabilities
Representation in Government - By Type of Position

	Filled Positions				Persons with Disabilities			
March 31, 1996								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2113	4844	384	7341	78	192	14	284
Temporary	58	509	36	603	2	11	0	13
Part-time	20	1088	67	1175	4	31	2	37
Casual	13	402	140	555	3	3	0	6
Labour Service	0	643	0	643	0	4	0	4
Total	2204	7486	627	10317	87	241	16	**344 (3.3%)**
March 31, 1997								
Permanent	1965	4748	369	7082	73	180	14	267
Temporary	70	433	29	532	0	14	0	14
Part-time	19	1108	70	1197	4	32	0	36
Casual	8	473	123	604	2	5	0	7
Labour Service	0	562	0	562	0	3	0	3
Total	2062	7324	591	9977	79	234	14	**327 (3.3%)**

Table 3
Members of Visible Minority Groups
Represenation in Government - By Type of Position

	Filled Positions				Members of Visible Minority Groups			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1996								
Permanent	2113	4844	384	7341	51	117	16	184
Temporary	58	509	36	603	3	15	1	19
Part-time	20	1088	67	1175	0	15	3	18
Casual	13	402	140	555	1	8	5	14
Labour Service	0	643	0	643	0	0	0	0
Total	2204	7486	627	10317	55	155	25	235 (2.3%)
March 31, 1997								
Permanent	1965	4748	369	7082	49	115	15	179
Temporary	70	433	29	532	3	14	1	18
Part-time	19	1108	70	1197	0	28	3	31
Casual	8	473	123	604	0	11	4	15
Labour Service	0	562	0	562	0	0	0	0
Total	2062	7324	591	9977	52	168	23	243 (2.4%)

Table 4
Women
Representation in Government - By Type of Position

	Filled Positions				Women			
March 31, 1996								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2113	4844	384	7341	797	2643	280	3720
Temporary	58	509	36	603	43	374	28	445
Part-time	20	1088	67	1175	15	803	55	873
Casual	13	402	140	555	11	263	114	388
Labour Service	0	643	0	643	0	74	0	74
Total	2204	7486	627	10317	866	4157	477	5500 (53.3%)
March 31, 1997								
Permanent	1965	4748	369	7082	780	2588	265	3633
Temporary	70	433	29	532	47	318	24	389
Part-time	19	1108	70	1197	16	835	61	912
Casual	8	473	123	604	7	322	93	422
Labour Service	0	562	0	562	0	53	0	53
Total	2062	7324	591	9977	850	4116	443	5409 (54.2%)

Appendix B

Table 1
Persons of Aboriginal Ancestry
Representation in Government - By Type of Position

	Filled Positions				Persons of Aboriginal Ancestry			
Type of Position	**O/S**	**SGEU**	**CUPE**	**TOTAL**	**O/S**	**SGEU**	**CUPE**	**TOTAL**
March 31, 1996								
Permanent	2113	4884	384	7341	53	352	15	420
Temporary	58	509	36	603	6	61	0	67
Part-time	20	1088	67	1175	0	116	4	120
Casual	13	402	140	555	0	35	6	41
Labour Service	0	643	0	643	0	19	0	19
Total	2204	7486	627	10317	59	583	25	667 (6.5%)
March 31, 1997								
Permanent	1965	4748	369	7082	60	366	14	440
Temporary	70	433	29	532	4	50	0	54
Part-time	19	1108	70	1197	1	120	3	124
Casual	8	473	123	604	0	39	4	43
Labour Service	0	562	0	562	0	21	0	21
Total	2062	7324	591	9977	65	596	21	682 (6.8%)

Table 2
Persons with Disabilities
Representation in Government - By Type of Position

	Filled Positions				Persons with Disabilities			
March 31, 1996								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2113	4844	384	7341	78	192	14	284
Temporary	58	509	36	603	2	11	0	13
Part-time	20	1088	67	1175	4	31	2	37
Casual	13	402	140	555	3	3	0	6
Labour Service	0	643	0	643	0	4	0	4
Total	2204	7486	627	10317	87	241	16	344 (3.3%)
March 31, 1997								
Permanent	1965	4748	369	7082	73	180	14	267
Temporary	70	433	29	532	0	14	0	14
Part-time	19	1108	70	1197	4	32	0	36
Casual	8	473	123	604	2	5	0	7
Labour Service	0	562	0	562	0	3	0	3
Total	2062	7324	591	9977	79	234	14	327 (3.3%)

Table 3
Members of Visible Minority Groups
Represenation in Government - By Type of Position

	Filled Positions				Members of Visible Minority Groups			
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
March 31, 1996								
Permanent	2113	4844	384	7341	51	117	16	184
Temporary	58	509	36	603	3	15	1	19
Part-time	20	1088	67	1175	0	15	3	18
Casual	13	402	140	555	1	8	5	14
Labour Service	0	643	0	643	0	0	0	0
Total	2204	7486	627	10317	55	155	25	235 (2.3%)
March 31, 1997								
Permanent	1965	4748	369	7082	49	115	15	179
Temporary	70	433	29	532	3	14	1	18
Part-time	19	1108	70	1197	0	28	3	31
Casual	8	473	123	604	0	11	4	15
Labour Service	0	562	0	562	0	0	0	0
Total	2062	7324	591	9977	52	168	23	243 (2.4%)

Table 4
Women
Representation in Government - By Type of Position

	Filled Positions				Women			
March 31, 1996								
Type of Position	O/S	SGEU	CUPE	Total	O/S	SGEU	CUPE	Total
Permanent	2113	4844	384	7341	797	2643	280	3720
Temporary	58	509	36	603	43	374	28	445
Part-time	20	1088	67	1175	15	803	55	873
Casual	13	402	140	555	11	263	114	388
Labour Service	0	643	0	643	0	74	0	74
Total	2204	7486	627	10317	866	4157	477	5500 (53.3%)
March 31, 1997								
Permanent	1965	4748	369	7082	780	2588	265	3633
Temporary	70	433	29	532	47	318	24	389
Part-time	19	1108	70	1197	16	835	61	912
Casual	8	473	123	604	7	322	93	422
Labour Service	0	562	0	562	0	53	0	53
Total	2062	7324	591	9977	850	4116	443	5409 (54.2%)

Table 5
WORKFORCE ANALYSIS OF PERMANENT STAFF
Distribution of Designated Group Members
March 31, 1997

Occupational Group	Total	Female		Aboriginal Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Administrative, Fiscal and Clerical	2087	1670	80.0%	66	8	74	3.5%	71	23	94	4.5%	28	22	50	2.4%
Engineering and Applied Sciences	240	9	3.8%	1	7	8	3.3%	0	8	8	3.3%	0	0	0	0.0%
Agricultural and Environmental Resources	250	25	10.0%	0	1	1	0.4%	1	4	5	2.0%	0	5	5	2.0%
Inspection and Regulatory	119	40	33.6%	0	0	0	0.0%	2	8	10	8.4%	0	0	0	0.0%
Education	131	72	55.0%	1	2	3	2.3%	1	3	4	3.1%	4	5	9	6.9%
Medical and Related Services	375	276	73.6%	14	2	16	4.3%	5	5	10	2.7%	11	10	21	5.6%
Social Services	1316	618	47.0%	95	85	180	13.7%	21	33	54	4.1%	11	25	36	2.7%
Trades, Labour and Operational Services	267	49	18.4%	0	5	5	1.9%	1	5	6	2.2%	1	3	4	1.5%
Other In-Scope	191	14	7.3%	0	8	8	4.2%	0	0	0	0.0%	0	0	0	0.0%
M & P Levels 1 to 6	1164	541	46.5%	14	9	23	2.0%	15	24	39	3.4%	13	18	31	2.7%
M&P Levels 7 to 12	627	173	27.6%	4	9	13	2.1%	5	20	25	4.0%	1	11	12	1.9%
Other Out-of-Scope	371	158	42.6%	6	0	6	1.6%	8	4	12	3.2%	3	5	8	2.2%
Total	7138	3645	51.1%	201	136	337	4.2%	130	137	267	3.7%	72	104	176	2.5%

F=Female; M=Male; T=Total

Table 6
WORKFORCE ANALYSIS OF NON-PERMANENT STAFF
Distribution of Designated Group Members
March 31, 1997

Occupational Group	Total	Female		Aboriginal Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Administrative, Fiscal and Clerical	1130	1010	89.4%	47	6	53	4.7%	29	9	38	3.4%	20	4	24	2.1%
Engineering and Applied Sciences	106	8	7.5%	0	3	3	2.8%	0	0	0	0.0%	0	0	0	0.0%
Agricultural and Environmental Resources	121	22	18.2%	0	6	6	5.0%	0	1	1	0.8%	0	0	0	0.0%
Inspection and Regulatory	64	6	9.4%	0	1	1	1.6%	0	1	1	1.6%	0	1	1	1.6%
Education	36	20	55.6%	0	0	0	0.0%	2	0	2	5.6%	0	0	0	0.0%
Medical and Related Services	267	211	79.0%	2	1	3	1.1%	1	0	1	0.4%	8	0	8	3.0%
Social Services	770	440	57.1%	45	32	77	10.0%	5	4	9	1.2%	9	17	26	3.4%
Trades, Labour and Operational Services	494	112	22.7%	6	6	12	2.4%	0	2	2	0.4%	3	1	4	0.8%
Other In-Scope	44	0	0.0%	0	4	4	9.1%	0	0	0	0.0%	0	0	0	0.0%
M & P Levels 1 to 6	69	59	85.5%	1	0	1	1.4%	2	1	3	4.3%	2	0	2	2.9%
M&P Levels 7 to 12	16	5	31.3%	0	0	0	0.0%	0	1	1	6.3%	0	0	0	0.0%
Other Out-of-Scope	70	46	65.7%	2	1	3	4.3%	4	2	6	8.6%	0	1	1	1.4%
Total	3187[1]	1939	60.8%	103	60	163	5.1%	43	21	64	2.0%	42	24	66	2.1%

F=Female; M=Male; T=Total

[1]Total includes non-permanent staff not paid in the last 30 days.

Table 7
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons of Aboriginal Ancestry
March 31, 1997

	Persons of Aboriginal Ancestry		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	89.0%	11.0%	83.3%	16.7%
Engineering and Applied Sciences	9.1%	90.9%	4.9%	95.1%
Agricultural and Environmental Resources	0.0%	100.0%	12.7%	87.3%
Inspection and Regulatory	0.0%	100.0%	25.1%	74.9%
Education	33.3%	66.7%	55.1%	44.9%
Medical and Related Services	84.2%	15.8%	75.9%	24.1%
Social Services	54.5%	45.5%	50.7%	49.3%
Trades, Labour and Operational Services	35.3%	64.7%	21.2%	78.8%

Table 8
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Persons with Disabilities
March 31, 1997

	Persons with Disabilities		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	75.8%	24.2%	83.3%	16.7%
Engineering and Applied Sciences	0.0%	100.0%	4.9%	95.1%
Agricultural and Environmental Resources	16.7%	83.3%	12.7%	87.3%
Inspection and Regulatory	18.2%	81.8%	25.1%	74.9%
Education	50.0%	50.0%	55.1%	44.9%
Medical and Related Services	54.5%	45.5%	75.9%	24.1%
Social Services	41.3%	58.7%	50.7%	49.3%
Trades, Labour and Operational Services	12.5%	87.5%	21.2%	78.8%

Table 9
Workforce Analysis of Permanent and Non-Permanent Staff
By Occupational Groups and Gender for Members of Visible Minority Groups
March 31, 1997

	Members of Visible Minority Groups		All Employees	
Occupational Group	**Female**	**Male**	**Female**	**Male**
Administrative, Fiscal and Clerical	64.9%	36.2%	83.3%	16.7%
Engineering and Applied Sciences	0.0%	100.0%	4.9%	95.1%
Agricultural and Environmental Resources	0.0%	100.0%	12.7%	87.3%
Inspection and Regulatory	0.0%	100.0%	25.1%	74.9%
Education	44.4%	55.6%	55.1%	44.9%
Medical and Related Services	65.5%	34.5%	75.9%	24.1%
Social Services	32.3%	67.7%	50.7%	49.3%
Trades, Labour and Operational Services	50.0%	50.0%	21.2%	78.8%

Table 10
Promotion and Reclassification of Permanent Staff
April 1, 1996 to March 31, 1997

Occupational Group	Number of Promotions/ Reclassifications		Female Employees		Aboriginal Employees			Employees with Disabilities			Visible Minority Employees		
	Number	%[1]	Number	%	F	M	%	F	M	%	F	M	%
Administrative, Fiscal and Clerical	112	97.3%	95	84.8%	8	0	7.1%	5	0	4.5%	1	0	0.9%
Engineering and Applied Sciences	14	0.0%	0	0.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Agricultural and Environmental Resources	6	33.3%	0	0.0%	0	0	0.0%	0	0	0.0%	0	2	33.3%
Inspection and Regulatory	3	33.3%	1	33.3%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Education	3	66.6%	2	66.6%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Medical and Related Services	15	66.6%	9	60.0%	1	0	6.7%	0	0	0.0%	0	0	0.0%
Social Services	30	83.3%	19	63.3%	3	2	16.7%	0	1	3.3%	0	0	0.0%
Trades, Labour and Operational Services	8	12.5%	0	0.0%	0	1	12.5%	0	0	0.0%	0	0	0.0%
M & P Levels 1 to 6	99	59.6%	53	53.5%	1	2	3.0%	0	0	0.0%	1	1	2.0%
M & P Levels 7 to 12	71	29.6%	20	28.2%	0	1	1.4%	0	0	0.0%	0	0	0.0%
Other	28	50.0%	14	50.0%	0	0	0.0%	0	0	0.0%	0	0	0.0%
Total	389	62.5%	213	54.8%	13	6	4.9%	5	1	1.5%	2	3	1.3%

F-Female; M=Male; T=Total

[1]This calculation represents total number of designated group members divided by total number of promotions and reclassifications X 100.

Table 11
Turnover of Permanent Positions
April 1, 1996 to March 31, 1997

	Number	Female Employees		Aboriginal Employees				Employees with Disabilities				Visible Minority Employees			
		Number	%	F	M	T	%	F	M	T	%	F	M	T	%
Retirement	82	46	56.1%	0	1	1	1.2%	2	1	3	3.7%	2	0	2	2.4%
Resignation	150	78	52.0%	5	7	12	8.0%	1	3	4	2.7%	1	3	4	2.7%
Layoff	203	120	59.1%	3	1	4	2.0%	2	3	5	2.5%	2	3	5	2.5%
Termination for Cause	7	2	28.6%	1	0	1	14.3%	0	0	0	0.0%	0	0	0	0.0%
Other	298	74	24.8%	2	3	5	1.7%	5	9	14	4.7%	0	3	3	1.0%
Total	740	320	43.2%	11	12	23	3.1%	10	16	26	3.5%	5	9	14	1.9%

F-Female; M=Male; T=Total

Table 12 Designated Group Representation in CUPE 600 Positions (Department of Social Services) March 31, 1997						
	All Employees	Women	Aboriginal	Disability	Visible Minority	Total
Permanent	369	265	14	14	15	308 (83.5%)
Temporary	29	24	0	0	1	25 (86.2%)
Part-time	70	61	3	0	3	67 (95.7%)
Casual	123	93	4	0	4	101 (82.1%)
Total	591	443	21	14	23	501 (84.8%)

Table 13 Employment Equity Inventories 1993-1997							
Total Resumes	Resumes Received			Job Orders	Referrals		
	Aboriginal	Disability	Visible Minority		Govt.	Crown	Other
Total 1993/94	961	N/A	0	200	557	100	139
Total 1994/95	420	N/A	113	311	394	110	47
Total 1995/96	313	207	99	221	130	53	36
Total 1996/97	227	69	58	161	219	19	17

N/A: The inventory for people with disabilities was transfered to the PSC from the Disabilities Directorate in 1995. The visible minority category was not added to the employment equity program until 1994.

Note: It is not possible to enumerate the number of successful placements made, as employers do not confirm their final staffing selections with PSC.

Source: Staffing and Development Division, Public Service Commission

Table 14 Exit Interviews [1] April 1, 1996 to March 31, 1997						
Designated Group	Employee Status		Length of Service		Classification [2]	Reason for Resignation [3]
	Permanent	Casual/Part-time/Temporary	Minimum	Maximum		
Women in Management	12	3	3 months	31 years	A	
Women in non-traditional positions	5	12	4 months	18 years	B	
Aboriginal	5	22	3 weeks	32 years	C	
Disability	7	1	3 months	33 months	D	
Visible Minority	1	5	6 months	16 years	E	
Total	30	43				

1 Includes only self-declared employees who voluntarily agreed to be interviewed.
2 See List of Classifications
3 See List of Reasons for Resignation

Classifications:

A. Women in Management:
ML7, 8, 10
PL1, 4, 5, 6, 7

B. Non-Traditional:
Agrologist 1, 2
Corrections Worker
Geological Assistant 1, 2
Investigator
Program Analyst 2

C. Aboriginal:
Accounting Clerk 1, 2
Clerk 2, 3
Clerk Typist 1, 2, 3
Corrections Worker
Dental Therapist
Geological Lab Worker 1
Mine Inspector
Nurse 3
Regional Coordinator 1
Student-at-Law

D. Disability:
Clerk Typist 2
Education & Extension Coordinator
Judicial Officer
Management Level 8
Occupational Health Officer

E. Visible Minority:
Clerk 3
Computer Programmer
Lab Assistant 1
Law Clerk
Occupational Hygienist 3

Reasons for Resignation:

Family Obligations	2
Lay Off	5
New Job Outside Gov't	10
Personal Reasons	8
Promotion	10
Relocation	1
Retirement	13
Project/Term Completed	10
Transferred	0
Returned to School	7
Other	7
Total	73

TABLE 15
SUMMER STUDENT PROGRAM APPLICANTS AND HIRES
MAY 1, 1996 - AUGUST 31, 1996

Designated Group[1]	Applications	Students Hired	Percent Hired/ Applications
Persons of Aboriginal Ancestry	303	29	9.6%
Persons with Disabilities	59	2	3.4%
Members of Visible Minority Groups	242	31	12.8%
Women [2] - Total	2504	239	9.5%
Traditional		191	
Non-Traditional		48	1.9%
Non Employment Equity Candidates	1611	124	7.7%
Total Hires	4719	425[3]	9.0%

[1] Self-declared

[2] This is the total number of women applicants which cannot be broken down into categories of traditional and non-traditional. Applications from women are not restricted to these two categories on the application form.

[3] Of the 425 students hired, 362 were hired by Executive Government and 63 by SPMC

Source: Summer Student Program, Staffing and Development Division, PSC

TABLE 16
SUMMER STUDENT PROGRAM
MAY 1, 1996 - AUGUST 31, 1996

Employment Equity Students Hired	110
Total Students Hired	425
Percentage of Employment Equity Hires	25.9%

Table 17 Scott Collegiate Mentoring Program 1993 - 1997			
		Mentors	Students
1993/94	Semester 1 Semester 2	13 11	13 9
1994/95	Semester 1 Semester 2	14 13	14 12
1995/96	Semester 1 Semester 2	22 20	18 17
1996/97	Semester 1 Semester 2	10 18	10 16
	Total	97	87

1. In some departments, one or more employees mentored one student.

Table 18 Accessibility Renovations Saskatchewan Property Management Corporation 1996/97			
Building	**Renovation**	**Location**	**Total Cost**
Correctional Centre	Exterior Automatic Door	Regina	$6,360.68
SIAST - Winnipeg Street North Centre	Automatic Door Openers on Men's and Women's Washrooms 2nd Floor	Regina	$3,200.00
Walter Scott Building	Exterior Ramp at North Entrance	Regina	$7,000.00
Walter Scott Building	Unisex Accessible Washroom - 3rd Floor	Regina	$12,000.00
TOTAL			$28,560.68

Source: Saskatchewan Property Management Corporation

Appendix C

Sample Positions by Level
Management and Professional Classification Plan

	Monthly Pay Rates March 31, 1997
LEVEL 1	
Supervisor, Institutional Services	$2,622 - 3,411
Supervisor, Word Processing Unit	
Assistant Budget Officer	
LEVEL 2	
Depot Co-ordinator	
District Administrative Officer	$2,833 - 3,681
Assistant Secretary and Accountant	
Trust Officer	
Programs Manager	
Divisional Administrative Officer	
Supervisor, Network Services Centre	
LEVEL 3	
Loans and Grants Supervisor	$3,058 - 3,976
Area Maintenance Supervisor	
Food Services Manager	
Manager, Property Control	
Dental Region Administrator	
Shift Supervisor, Nursing	
Ombudsman Investigator	
Resident Supervisor	
Securities Officer	
Staff Development Officer	
LEVEL 4	
Project Engineer	$3,304 - 4,295
Chief Steam Heat and Power Plant Engineer	
Team Leader, Normal Living Unit	
Sheriff	
Personal Property Registrar	
District Maintenance Supervisor	
Registrar, Land Titles	
Manager, Processing Unit	
Personnel Administrator	
Junior Financial Management Analyst	
Community Planner	
Development Officer	
Petroleum Engineer	
Classification Analyst	
Staffing Consultant	
LEVEL 5	
Loan Management, Grant Program Co-ordinator	$3,566 - 4,638
Director of Nursing, North Park Centre	
Director, SAIL	
Director, Community Training Residence	
Director of Nursing, Mental Health Region	

Director, Vital Statistics
District Co-ordinator, Rehabilitative Services
Manager, Payroll Control
Manager of Accounting
Community Planner
Departmental Budget Officer
Systems Analyst
Curator
Chiropodist
Management Analyst
Manager, Communication

LEVEL 6 — $3,852 - 5,008

Deputy Director, Correctional Centre Security
District Design Engineer
Social Services District Director
Regional Director, Alcoholism
Manager, Occupational Health and Safety
Director of Communications
Assistant Director of Human Resources
District Maintenance Engineer
Social Services Assistant District Director
Director, Administrative Services
Manager, Computer Services
Development Manager
Senior Policy Analyst
Assistant Director, Development
Intermediate Financial Management Analyst
Project Geologist
Program Supervisor, Mental Health Region
Employee Relations Officer

LEVEL 7 — $4,121 - 5,357

Director, Communications
Director, North Park Centre
Manager, Information Services
Manager Child Protection
Manager, Provincial Wildlife Regions
Director of Nursing, Northern Health Services
Director, Hospital Standards
Chief Psychologist
Manager, Agricultural Engineering
Assistant Principal, Administration
Director, Management Services Branch
Director, Public Health Nursing
Director, Rehabilitation Services
Senior Hospital Administration Analyst
Resource Management Consultant, Potash/Coal
Chief Chemist
Engineer of Mines
Senior Planner
Development Consultant
Project Centre Manager

LEVEL 8

Director, Mental Health Region	$4,409 - 5,732
Director, Day Care Branch	
Director, Human Resources and Administration	
Director, Promotions	
Manager, Audit and Investigation Branch Offices	
Regional Manager, Extension Services	
Director, Home Care	
Regional Director, Northern Field Services	
Director, Information Management	
Director, Facilities Development	
Director, Surfacing Branch	
Head, Industrial Minerals	
Associate Director, Program Development	
Director, Tax Policy	
Senior Financial Management Analyst	
Senior Toxicologist	

LEVEL 9

Director, Rail Transportation	$4,721 - 6,135
Regional Director, Social Services	
Director Human Resources	
Director, Education and Communications	
Director, Management Services	
Assistant Principal, Programs	
Manager, Occupational Hygiene	
Director, Administrative Services	
Director, Transportation Policy	
Petroleum Consultant	
Senior Science and Technology Co-ordinator	

LEVEL 10

Executive Director, Public Employees Benefits Agency	$5,049 - 6,565
Executive Director, Court Services	
Director, Forestry	
Executive Director, Planning and Information Services	
Executive Director, Human Resources and Fee Negotiation	
Executive Director, Support Services	
Executive Director, Finance and Administration	
Director, Regional Operations	

LEVEL 11

Executive Director, Continuing Care	$5,402 - 7,024
Executive Director, Family Services	
Executive Director, Finance and Operations	
Executive Director, Policy Research and Management Services	
Executive Director, Mental Health Services	
Executive Director, Treasury Board	

LEVEL 12A

Executive Director, Petroleum and Natural Gas	$5,782 - 7,516
Assistant Deputy Minister, Infrastructure	
Assistant Deputy Minister, Planning and Assessment	
Assistant Deputy Minister, Recreation and Management Resources	

Appendix D

Employment Equity Coordinators
March 31, 1997

Bonnie Nixon
Agriculture and Food

Janice Fox
Agricultural Credit Corporation of Saskatchewan

Collette Robertson
Economic Development

Dawn McDougall
Education
Post Secondary Education and Skills Training

Marg Moran McQuinn
Energy and Mines

Wayne Lightfoot
Environment and Resource Management

Pauline Trew
Executive Council

Glenda Bruce
Finance

Susan Zerr
Health

Dave Abbey
Highways and Transportation

Loree Buchanan
Indian and Metis Affairs Secretariat

Donna Mitchell
Justice

Gary Brown
Labour

Jerry Frass
Milk Control Board

Sandra MacDonald
Municipal Government

Richard Turkheim
Northern Affairs

Merran Proctor
New Careers Corporation

Murray Knoll
Office of the Ombudsman

Irene Janz
Provincial Secretary

Sharon Roulston
Public Service Commission

Marilyn Turnich
Sask. Municipal Board

Joanne Beeler
Social Services

Joanne Havelock
Women's Secretariat

22.5 *Employment Equity Staffing*

22.5.1. *The parties agree that all classes of positions may be utilized for Employment Equity Staffing. Employment Equity staffing is defined as the staffing of positions targeted solely for members from the designated groups. The Commission agrees to provide notification to the union of staffing of positions for Employment Equity.*

22.5.2. *For staffing for Employment Equity purposes, the criteria defining membership in the designated groups are outlined in Appendix E.*

22.5.3. *Whenever possible, positions staffed for Employment Equity will be available to all of the designated groups. Positions which are restricted to a specific designated group must meet one of the following criteria:*

i) *There is a need to increase the proportional representation of a particular designated group, in the workplace in a specific geographic area, as identified by the department's yearly objectives or results; or*

ii) *There is a need to represent one of the designated groups, as an employee of a particular agency; or*

iii) *There is a demonstrated need for the position to serve a client group which is predominantly made up of members of one or more of the designated groups.*

22.5.4. *No existing employee shall have his/her active employment status terminated as result of an Employment Equity staffing action.*

22.5.4.1. *This does not include an employee backfilling the position while the recruitment and staffing action proceeds. An employee hired to backfill a position during the recruitment and staffing action will be informed in his letter of offer of his employment status.*

22.5.4.2. *A non-permanent incumbent of a position utilized for Employment Equity staffing, who is not a member of one of the designated groups, shall be allowed to access the reduction in work provisions, Article 10.6, Part 2 of this agreement.*

Appendix F

Department Employment Equity Committees

Each department is required under Article 22.4.4 of the PSC/SGEU Collective Bargaining Agreement to establish an employment equity committee.

22.4.4. *Departmental Employment Equity Committees shall be established and constituted in a manner outlined by the Joint Committee, unless otherwise agreed by the parties to the collective agreement.*

The responsibilities of the committees are outlined as follows:

22.4.4.1. *Department employment equity committees have responsibility for the development and implementation of employment equity plans in their respective departments. Departmental Employment Equity Committees may refer issues or difficulties to the Joint Committee for resolution. Terms of reference of the Joint Committee are contained in Appendix E.*

Under Appendix E of the collective agreement, the composition of the department employment equity committee is further defined:

Unless otherwise agreed (sic) to by the parties to the collective agreement, departmental Employment Equity Committees are committees made up of equal representation of the Union and the Employer from a department appointed by each party.

Representatives from the SGEU and departments developed a process to assist departments to establish their employment equity committees. The guidelines were endorsed by all relevant parties and a notification was issued by the co-chairs of the Joint Committee in October 1995 and included the following components:

- The departmental committees will follow the guidelines as outlined in the documents "*Future Directions for Departmental Employment Equity Committees*" and "*General Guidelines for Employment Equity Staffing*".

- Management is responsible for selection of their representatives. All of the in-scope representatives in place on October 1995 received approval from SGEU to remain on the committees.

- Applications of in-scope members for selection to the departmental committees will be received annually by the SGEU members of the PSC/SGEU - Employment Equity Committee (Joint Committee) who will consult with the departmental committee and then make a recommendation to the Negotiating Committee for final approval. The SGEU co-chairpersons will ensure that this process is followed.

- The departmental employment equity committees will review and approve positions that are designated for employment equity purposes. The approval, in some cases, involves the screening process.

- The Employer has committed to providing an equal proportion of out-of scope positions for employment equity staffing as in-scope positions.

22.4 *Joint Employment Equity Committee*

22.4.1. *The parties agree that the Joint Employment Equity Committee has ongoing responsibility for the plan that identifies, eliminates and prevents discriminatory policies, practices and barriers. The Joint Committee shall introduce measures to redress the effects of past practices and to accelerate proportional representation of the designated groups throughout the public service.*

22.4.2. *To this end, the Joint Committee shall facilitate and approve specific strategies for departments or agencies to deal with the under representation of persons of aboriginal ancestry, persons with disabilities, members of the visible minorities, and of women in non-traditional occupational areas, throughout the Public Service.*

22.4.3. *The Joint Committee will develop, implement and evaluate the employment equity plan in accordance with the following:*

22.4.3.1. *The Joint Committee will meet with joint representatives of departmental employment equity committees six (6) times per year or as circumstances warrant.*

22.4.3.2. *The Joint Committee will request a meeting with the Employment Equity Steering Committee once a year.*

22.4.3.3. *Both parties will endeavor to appoint members to the Joint Committee who are from designated groups.*

22.4.4. *Departmental Employment Equity Committees shall be established and constituted in a manner outlined by the Joint Committee, unless otherwise agreed by the parties to the collective agreement.*